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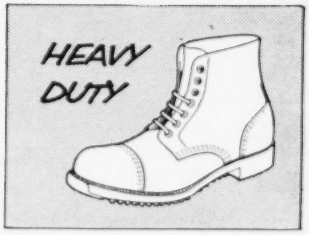

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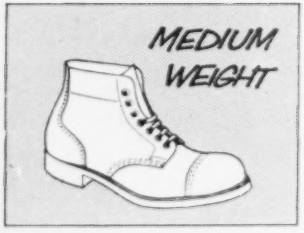

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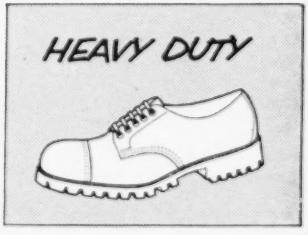

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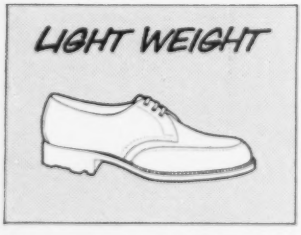

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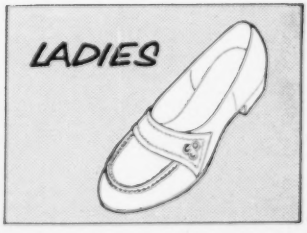

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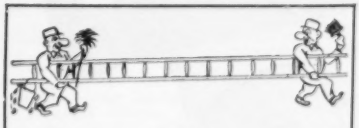

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Personnel Management and Methods

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CLASSIFIED GUIDE TO SERVICES & EQUIPMENT

Vol. 27. No. 241. Printed for the Proprietors, Shaw Publishing Co. Ltd., *registered office: 180 Fleet Street, London, E.C.4. England (Waterloo 3388)*, by Samuel Temple & Co. Ltd., Vencourt Place, King Street, London, W.6.

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protects the man

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INDUSTRIAL WELFARE SOCIETY
29-2 Sep Apprentices' Conference held at Keble College, Oxford.

OTMA MANAGEMENT TRAINING CONSULTANTS
15-16 Successful speaking: working group of managers who wish to attain competence as speakers in a short time.

18-19 Sales-letter writing: producing correspondence that gets the right answers—letters that have good public relations value.

22-26 Management communications: how to present complicated information to committees and meetings.

URCHFONT MANOR (Devizes, Wilts).
15-20 Thinking, speaking and writing: how to prepare a reasoned argument, to deliver it orally, and to communicate it effectively in writing. The course suggests means of improving personal performances, and gives members practice and confidence in group speaking and in committee work.

KEEP IN TOUCH

The flow of ideas on personnel work has accelerated in the past few years. Since P M & M is the only monthly journal dealing with human relations in employment in this country, it is clearly a unique source of news and information.

Your firm's subscription copy may have to pass through your hands in a short time. To keep in touch with what others are doing in your field, to have your own record of progress in personnel administration, you can order a personal copy of this journal from your local newsagent for only 2s. 3d. a month.

THIS MONTH'S COVER

Whether it is in the provision of meals or of cloakroom facilities, employers would really be stretched if they felt obliged to provide services equal in quality to outside restaurants and hotels. When it comes to medical centres, firms can score easily and heavily.

At some time in their lives, most people have had to wait for medical attention; and, despite the improvements associated with the National Health Service, thousands in this country have experienced dreary minutes (hours?) of waiting in tiled, hospital corridors or brown and green, G.P. parlours. How simple then for firms to improve morale and cut production costs by copying the example of the Esso Petroleum Company: our cover shows the Esso waiting room at the Fawley refinery, with its peaceful photographic mural and attractive Scandinavian furniture by Betty Horn of the Interior Design Centre.

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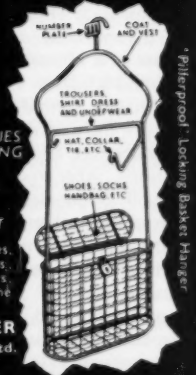

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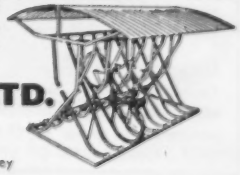

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PERSONNEL APPOINTMENTS

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This is an interesting and responsible post requiring intelligence, tact, initiative and a sense of humour. The work is highly confidential and the duties are more varied and responsible than are most secretarial posts. Good shorthand and typing is essential and applicants should be preferably aged 25/35. Previous experience of personnel work would of course be an advantage.

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This is a new post in a recently formed department dealing with an entirely new side of the Group's varied activities. The Executive is primarily concerned with the setting up and administration of a chain of shops throughout the United Kingdom. Intelligence, initiative and good secretarial experience are essential, preferred age 25/45, but exceptional applicants outside this age group will be considered.

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required by KENYA GOVERNMENT LABOUR DEPARTMENT, on probation for pensionable employment. Commencing salary up to £1014 a year according to experience in scale (including inducement pay) £879 rising to £1617 a year. Outfit allowance £40. Free passages. Liberal leave on full salary after normal tour of 36/45 months. Candidates of good education must have G.C.E. Standard Maths and preferably experience in personnel selection. Leadership and ability to deal with all levels of management an advantage. Candidates should be prepared to transfer to general duties Labour Officer after three years.

Write to the Crown Agents, 4 Millbank, London, S.W.1. State age, name in block letters, qualifications and experience and quote M3C/53105/PAJ.

CATERING MANAGER or MANAGERESS

required for industrial factory in Southern England, having 1,000 employees, including shift workers. Applications, giving details of age, qualifications, experience and present salary to Box No. P.A.58.

Kodak

A vacancy exists for a young recently qualified

Personnel Officer

(Male) at the Harrow Plant.

Duties will include interviewing, engagement, and participation in selection techniques.

Salary range £695 to £885 p.a.

Applications to:—

PERSONNEL DEPARTMENT
KODAK (FACTORIES), LIMITED,
WEALDSTONE, MIDDLESEX.

Plessey

Applications are invited for the post of

EMPLOYMENT OFFICER

(FEMALE)

at our Cheney Manor Factory, Swindon. Duties include interviewing, selection, placement and follow-up of female employees, both Works and Staff, and assistance to the Personnel Officer with preparation of Employment statistics.

Candidates, preferably between the ages of 25 and 30, should have completed the one-year course in Personnel Management, or possess a Social Science Diploma. Previous experience in the Personnel field would be an advantage.

This is a permanent post and the salary will be determined in accordance with qualifications and experience.

Brief particulars in the first instance, to:

Regional Personnel Manager,

THE PLESSEY CO. LTD.,
Kembrey Street, Swindon, Wilts.

Immediate applications invited for the post of **Caterer/Housekeeper** at a Hostel for 38 women Colonial students in Kensington. Candidates should preferably be between the ages of 25 and 45 with housekeeping and catering qualifications. Able to cook in Cook's time off. Salary scale £325—£351, with comfortable room and full board for which no deduction is made. Good post, contributory pension scheme and scope for women interested in the welfare of overseas students. Further details and application forms from:—

Head of Hostels & Canteens Unit, The British Council, 65 Davies Street, W.1.

News and Comment

HOW MANY personnel managers will find time for a holiday this year? Ministry of Labour figures indicate a substantial rise in the number of industrial disputes in the first five months of this year, compared with the same period in 1959. Not only have there been about 400 more individual incidents, but they also involved an additional 164,000 employees. It certainly looks like being a bad year: especially when we notice that even the immediate past President of the I.P.M. had his back to the wall in Perivale last month.

ARS GRATIA ARTISANS. The suggestion by playwright Arnold Wesker that the trade-union movement should sponsor cultural activities comes at a timely moment. Perhaps this is the answer to observers like Sir John Hunt who are disturbed about the increased amount of leisure being given to sections of the working population who have least experience in the use of leisure time.

DO YOU ASSOCIATE a period of wage claims with a 'quiet time'? No? Then you will be interested no doubt in the action of 500 Moslem religious teachers in Malaya who are understood to be embarking upon 40 nights of prayer for more pay. If they have any luck, it will be their first rise in 12 years. Depending on their success too, other people nearer home might get some ideas.

A SUCCESSFUL MANAGER must be able to get on with everybody. If a works director told you that at a wedding reception, you probably wouldn't attach much importance to it. But delegates to a Chester conference were told exactly that by a consulting industrial psychologist. Dr. J. Morris who considers that all management is a social activity criticized employers who, whilst carrying out detailed job specifications for technical requirements, fail to account for the social necessities.

Every manager should possess some social capability, but will personnel managers have the time and support for training indispensable higher management in these known skills? Or is this where the consultant pops up with his pat answer—the converted manor-house?

TRAINING OFFICERS must make sure that they are known to local education authorities, Members of Parliament and trade union officials. We make this plea in the light of two recent and startling revelations. A booklet published by the National Union of Teachers has just

'CLOCK-IN' TO SECURITY

LLEWELLIN'S WATCHMEN'S CLOCKS

ensure that your premises are patrolled regularly and completely and prove that your security instructions are carried out properly.

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A PERSONNEL MANAGER

The company has some 650 employees, a high proportion of whom are graduates, and is situated near Cambridge. The post is a new one, and is necessitated by recent considerable expansion.

Candidates, who should be over 30, may be either experienced Personnel Managers or University graduates who wish to enter the personnel field for the first time. A retired officer under 40 years of age would also be considered.

Conditions of employment are extremely good and the company already enjoys excellent staff relations. Applicants should write (giving full details of past record and stating present salary) to

The Assistant Secretary,
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BY 1961

Your decision whether to contract in or out of the State Pension Scheme must be made by 1961.

If you do not fully understand how this affects YOU in YOUR industry, now is the time to consider the matter fully.

We shall be glad to send you, free of charge, our booklet 'The National Insurance Act 1959 and your Pension Fund' which gives all necessary information.

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News and Comment CONTINUED

recommended that all firms that are large enough to do so should appoint training officers to supervise training schemes for young people. Further, the Minister of Labour has recently met a group of educationalists and M.P.'s from Glasgow who appear to have impressed him with their request for a Scottish Training Council and an Apprentice Training Centre. Some might say that training officers should not only exist—they should be seen to exist.

TRADITIONAL SUFFERERS, the agricultural fraternity, have run into another spot of trouble regarding labour management. A provincial Press correspondent says: "In a recent conversation on 'The Archers', a far-seeing neighbour pointed out to Dan Archer that he is employing two paid men on a holding which could be run by one and two-thirds." You think this is a joke? The author goes on to comment, "That fact could be multiplied by a thousand . . . and has, for many years, seemed to me to be one of our deepest problems." Indeed, it is! Imagine having to manage one thousand, six hundred and sixty-six and two-thirds men.

CONSULT NEW WELBECK
for expert advice on ALL Cleaning and Maintenance problems

A wide range of versatile and adaptable equipment is available to solve all cleaning problems in industry and commerce.

A Duplex model in use at Vauxhall Motors Ltd.

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cleans hands *in a jiffy!*

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make profits automatically with the *NEW* GLOSTER VENDING MACHINES

Add a super-salesman to your staff, install one of the new Gloster vending machines and make profits round the clock! Sell cigarettes, chocolates, pastries! 'Buying from the machine' has become a national habit—your market is ready-made. The Gloster V.M. 27 Console, the cigarette machine shown here, was developed by the Automatic Canteen Co. of America, the world's largest operators of automatic machines, and is now built under licence by Gloster Equipment.

- Biggest-capacity automatic cigarette vending machine in the country—over 850 packets, choice of 20 brands.
- Compact cabinet takes up little space.
- Electrically operated.
- Push-button control for easier, quicker service.
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- Complete after-sales service, backed by Gloster.

Price £250 cash. Hire Purchase Terms Available.

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Personnel Management

IN PRACTICE

THE demand for accommodation was so strong from members of Boots' Supervisors' Association at Nottingham that a one-day visit to the **Boots Pure Drug Company's Airdrie** factory had to be extended to three excursions at weekly intervals from June 14. More than 100 members applied for seats in the chartered plane, so the committee organized three trips from Derby Airport to the factory near Glasgow, which was visited by each party of supervisors in the morning—a coach tour of nearby Scottish beauty spots taking up most of the afternoon.

The Boots' Supervisors' Association, which was founded over ten years ago, has at least 1,100 members. Its principal aim is to provide facilities for the exchange of information on efficient supervision techniques. The Nottingham headquarters has a sister Association at Airdrie with a membership of around fifty.

The Airdrie factory, the first big production plant to be built by Boots outside the Nottingham area, was opened in 1949, cost £1,250,000 and is now an integral part of the company's organization. When it was opened, its role was visualized largely as a packaging unit for bulk materials processed elsewhere. However, manufacturing facilities have gradually expanded and as the locally recruited employees have gained in skill and experience, the factory at Airdrie has been able to accept the responsibility for the manufacture of approximately 70 products—which are packed there as well.

The rapid progress at Airdrie has clearly attracted the attention of the Midland supervisors. For instance, all Boots's aspirins are now made in Scotland—as well as halibut liver oil capsules and codeine tablets. Aspirin tablets are produced at the phenomenal rate of 20 million a week; and at one time (during the 1958 Asian 'flu epidemic), output rose to 45 million a week. Worth a flying visit!

★

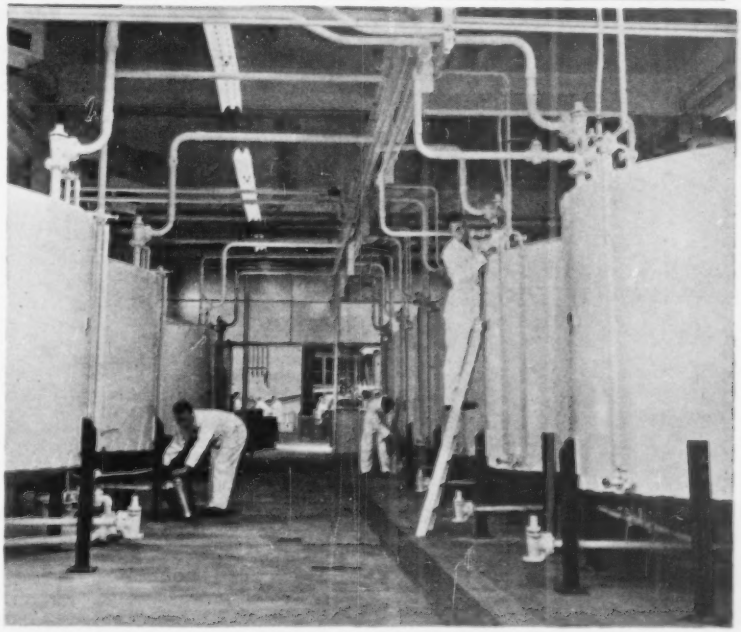
AT the end of May, retired employees of **Jeyes Sanitary Compounds Co. Ltd.,** had a 'useful' surprise. The directors of that Company, in this year of pensions planning, realized that a pension rate decided several years ago was made insufficient by the present high cost of living. They discovered that many of their pensioners had retired only a short time after the pension scheme had been inaugurated, which meant that they had not contributed enough to qualify for a large pension.

In view of this situation—and unhappily, it is far from being the only case—it was decided to give *ex gratia* payments of one pound a week to nearly all the retired employees.

★

A *PASSPORT TO SAFETY* which has been given to each of 2,500 employees of the **Frigidaire Division** of **General Motors Ltd.,** offers advice on how to avoid accidents, not only in the factory but also in the home and on the roads as well. The new book, which is designed and printed to resemble the familiar blue-covered British passport, has been sent to the homes of all who work at the company's refrigerator and spin-drier factory at Stag Lane, Kingsbury, London.

In the introduction, the general manager, **Mr. A. W. Porter,** writes: "It is up to each of us to decide whether we shall appear in accident statistics or continue to work safely. The decision is not hard to make. Safety is good business. No one wants to become a casualty, for we all have responsibilities towards ourselves, our families and our employer". He also says that management also has responsibilities and that General Motors



Storage tanks for cod-liver oil, liquid paraffin, etc.—seen by Boots' supervisors at this spotless Airdrie factory

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The simple and sensible method of supplying and disposing of sanitary towels . . . Southalls, Britain's largest and most experienced house in this market, introduce their guaranteed equipment.

Southalls Automatic Vending Machine

The case is finished in stoved white enamel and chromium with a trouble free dispenser mechanism. It takes pennies. Southalls attend to maintenance and the supply of towels — a countrywide service which is without equal. This machine is a time saver when dispensing the indispensable.

Vender

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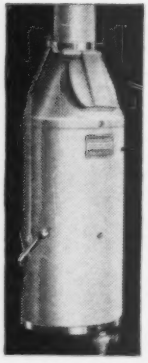

Southalls Gas Sanitary Incinerator

Foolproof in operation, this incinerator is cased in white vitreous enamel steel with chromium-plated fittings. Gas consumption is slight and disposal is thorough.

Incinerator

weighs 28 lbs., 24¾" high, 8¾" diameter. Price £26 (net carriage paid). Electric incinerators also available.

Southalls (BIRMINGHAM) LTD.

CHARFORD MILLS, BIRMINGHAM 8

ANOTHER S&N PRODUCT

has led the way in accident prevention in its plants throughout the world.

Accident-prevention activities at Frigidaire have achieved significant results. In the past three years, for instance, the number of accidents has been reduced by over two-thirds, to a total in 1959 of only 19 in over five million working hours.

Passport to Safety gives a six-point plan for safety. This plan urges employees: "Be alert; Ensure that hand tools are in good condition; Set a high standard of 'housekeeping'; Wear suitable clothing and protection; Follow the correct method of handling; Encourage others to act safely."

A separate section of the book points out hazards which exist for office workers, drawing attention to tilting chairs, trailing telephone cords and fire risks, all of which, it is suggested, can be avoided by good housekeeping. "There's no need for any lady to carry a typewriter or any other heavy object. There are plenty of gentlemen around", Frigidaire reminds office girls.

Drawing attention to the Highway Code, *Passport to Safety* urges all employees to take care on the roads and goes on to point out that there are fewer risks in the one-third of the day spent at work than in the other two-thirds. "Especially in these 'do it yourself' days we must be our own planning and maintenance engineer—don't let us forget to be our own safety officer", says the book.

★

WAGE - SNATCHES feature fairly often in the week-end news, and everything which can be done by individual firms to alleviate this trend and to offset the effects of the shortage of police assumes the role of a social responsibility. **Simms Motor Units Ltd.**, of **Finchley** become one of the first firms in the country to adopt payment by cheque for their office staff. They announce the introduction of this method (on a voluntary basis), paying their staff every fortnight by a cheque, covering two weeks' salary to the following Friday.

Simms recognize that the operation of a bank account is a private and personal matter between the individual and the bank; but as it is thought that the new proposal may have the effect of inducing some members of their staff who do not already possess a private account to open one, their cashier's office is equipped with special literature and is offering expert advice to any who want it. Meanwhile, the company's own bank, the Midland, has agreed to open accounts for Simms employees with the minimum of formalities; and the firm undertakes to pay the cost of the first cheque book in each case.

This firm believes that the scheme will prove popular, and they predict that it is bound to be widely followed by other large companies. Indeed, there is reason to hope that its adoption will become so widespread that weekend 'industrial banditry' will rapidly lose its profits and therefore its attractions.

★

IN the rough and tumble of negotiations between employees and management, there is rarely a hint of gracious courtesy when some new concession is announced. An exception is the recent event when the **Hon. Josiah Wedgwood,** chairman and managing director of **Josiah Wedgwood & Sons Ltd.,** Barlaston, told a meeting of the works committee that it had been decided to reduce from ten years to five the qualifying period for non-staff employees to be included in the firm's sick-pay scheme.

He said that the scheme would now cover approximately 62 per cent of the total number of non-staff employees, with effect from July 4. This decision modifies an eight-year-old scheme whereby any employee with 10 years' service who was absent through illness for over a week had the State sickness benefit supplemented by the firm for a period of up to 16 weeks in any one year. For the first eight weeks, the State benefit was supplemented to make a total payment of four-fifths of the person's average earnings. For a further eight weeks, the firm's allowance is continued at half that rate.

Mr. Wedgwood declared that the Board had now decided to include all employees with five or more years' service into the full benefits of the scheme. Thanking him, Mr. Norman Walters, chairman of the works committee, said that the announcement would come as a very welcome surprise to all employees. He assured the Board that their continued generosity would be greatly appreciated and it would give a sense of added security to all those affected.

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Readers' Letters

Sir,

I am surprised to see that there are personnel managers content to function without any executive authority. I should have thought that if one was a personnel manager, one's first duty would be to manage, and I fail to see how this can be done without the necessary power. I cannot envisage a manager in any other field accepting a post without the power to run his job in his own way; and it seems to me that any personnel manager who does so is dangerously undermining the progress which has so far been made in obtaining recognition of personnel management as a separate and essential function in the management of industry.

If the selection and training of staff, and other personnel matters, are to be left entirely to the line managers, there will be a variety of different systems in force within one firm, which will undoubtedly lead to internal friction and inefficiency. If the line managers agree with the personnel manager's policy, they will follow it; but if they don't, who is to prevent them from following a policy which will conflict with the company's interests and damage its relations with its staff ?

The personnel manager, like any other manager, is trained and qualified in his field and he should be trusted to deal with personnel in his own way. He is in a position to consider staff matters from an impartial viewpoint, comparing the conditions and needs of each department and relating these to the general interests of the company. He can do a great deal to maintain the commercial efficiency of his firm and he can also greatly help his fellow managers in the successful achievement of their own work. But he cannot do these things unless he has executive power and the full backing of his directors. Naturally, he must use his authority with tact and persuasion, but this, after all, is required from any manager if he is to work in harmony with his colleagues for the firm's interest.

Without proper authority, a personnel manager becomes simply an adviser. Perhaps there are some who prefer this status, but we should at least distinguish between the two and make sure that we use the right description in the right place.

B. J. GRANT.

Windmill Way,
Tring, Herts.

Sir,

For far too long the deaf as a source of skilled labour have been very largely ignored. There are many who, although totally or profoundly deaf, provided their deafness has been diagnosed early enough and the right educational facilities have been available, can lipread and speak if not perfectly at least adequately to train for and hold down a skilled job. There are others with limited speech who, with patience and understanding, will make valuable employees, provided in all cases they have the intelligence and educational standard required for the job.

A recent survey showed clearly that a large number of industrial firms would not consider employing any type of totally deaf person, whatever his qualifications. On the other hand, it is generally found that once a firm has accepted deaf employees they are only too willing to take others. Indeed, as one employer said, "In general, we find our deaf employees to be just as efficient and no more accident-prone than our unhandicapped employees. The extra effort needed in their training is well worth while." The deaf have the advantage moreover that they are less distracted by noise and there is less labour turnover amongst deaf employees.

In the course of the same survey, letters were sent to 480 firms of repute in the North-West asking whether they would consider the employment of the deaf for various categories of work. The answers showed that no more than 8 per cent of those approached would consider a deaf man, even if University trained, for a high level administrative job; only about 40 per cent would have considered them as skilled workers who participate in apprenticeship schemes, and only 43 per cent would be prepared to employ those of a grammar school standard of education as technicians. On the other hand 53 per cent of the firms would be willing to employ a not so bright deaf man as an unskilled or semi-skilled worker.

Other towns might well emulate Oxford, where a Committee has been formed consisting of the Youth Employment Officer, the Missioner for the Deaf, parents of deaf children, representatives from local industries and employers' organizations, and also someone from the Trades Council representing all the trade unions in the area. This Committee is basically an advisory body as the placing of the deaf in employment is the responsibility of Youth Employment Officers.

It is felt that a real need exists for all sections of industry to realize that the deaf person in the right job can mean a first-class worker. This would naturally result in the laudable expansion in the employment prospects of the deaf.

W. A. MOOJEN.

National Deaf
Children's Society,
Gloucester Place,
London, W.1.

Sir,

The current national drive to increase road safety and the desire to prevent the fearful toll of road accidents have combined to a certain extent to stir the national conscience. Regular users are continually aware of the dangers on our crowded roads, and our firm's representatives cover many hundreds of miles each week, in all weather and under all manner of road conditions. However carefully they may drive, the possibility of their being involved in an accident increases in proportion to the distance they travel.

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R. ROGERS.

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Discussion Leader

Morale—a must for long-term profits

MANY readers have written to me about the responsibility that directors, managers and supervisors have for setting goals or objectives for their organizations. One departmental manager feels there is often a conflict between what is desirable for the development of individual members of the firm and profitability.

In his firm, such a conflict exists at the moment, and he would be glad of advice from other people who read this page. He says: "In living up to my code of professional ethics as a chemist, I train chemical testers in my laboratory to do as wide a range of jobs as possible. In this way, the testers are taught to understand the meaning of many of the processes they are engaged on. Their work is more satisfying to them as the whole job means something. When these testers are men, it is worth while spending the considerable time and money which it takes to train them since they have decades of work before them. However, an increasing number of our testers are women—many of whom leave to marry. The firm is asking me, therefore, to change the system and train the testers to do only one or two tests which would then constitute the whole of their work".

This departmental manager feels the restricted training would be a retrogressive step, yet he sees the firm's point of view. If profitability is the sole aim in view, their policy is best. From the point of view of the development of the individual and his own professional code of ethics as he interprets it, his policy is best. What do you advise?

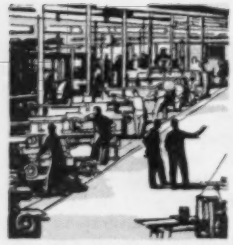
Last week I heard another person with a lifetime of industrial experience expressing a similar thought. "The most successful firms", he said, "are often the most unhappy". In other words, high morale and productivity do not necessarily go together. To cut costs and increase production, particularly in highly competitive trades, the job often becomes very 'inhuman' for many of the individuals concerned. "Maybe", he concluded, "this is the price we have to pay for an ever-rising material standard of living and such people will increasingly have to find individual development and satisfaction in their leisure hours".

One managing director, at least, would not accept the inevitability of this statement. He thinks that many boards of directors interpret too narrowly the legal responsibility which they bear to their shareholders. Such a responsibility may appear to mean making the greatest possible financial profits in the short term, he says, but this policy may damage the long-term profitability of the firm. In the long run, a firm will prosper if it pays equal regard to its other major responsibilities; to its workers, to its customers and to the wider community. If the firm as a whole sets up these wider aims as its goals, the apparently less profitable short-term course may be the best one in the long run. Thus his firm is delaying the installation of new machinery, which will drastically reduce costs (but which will also put many workers out of a job), in order to give their employees time to look around and resettle themselves.

Then again, although many industrial jobs do not give much interest to the workers, there is an increasing amount of work where efficient performance depends on the interest and enthusiasm of the people doing it. One scientist in charge of a research department writes, for example, "My main task as manager of my department is to create the kind of 'human-relations climate' in which the highly trained, intelligent members of my staff feel inspired to be most creative. My main goal therefore is to foster the health, welfare and happiness of my geese or they will not lay the golden eggs". Thus one of this manager's 'problem' technicians changed so much for the better, when he went out of his way to show him recognition and to praise him for work he had done well that, within a year, he was following through a programme of product control throughout the factory, which he had himself devised. These men are creative thinkers, but the drive which releases this creative energy comes from the emotional side of their natures. The whole man has to be related to his work, before the work can be done effectively.

Executives in orbit

For the ever-expanding army of trained industrial technologists, this attachment to, and interest in, their own speciality may increasingly become of greater importance than loyalty to a particular firm. An article by a social anthropologist, Dr. W. Watson, in the May issue of *Twentieth Century* gives us much food for thought on this point. He says professional managers are increasingly becoming the 'spiralists' of our society; that is, they pursue their career upwards by a series of sideways moves. Either they move from firm to firm in search of advancement; or they are moved from country to country, town to town, by the big corporations which employ them. Thus "the young business executive in Wigan is likely to have more interests and friends in Manchester and London or even New York than he has in Wigan". Thus his roots are in his own group of fellow spiralists. Usually, he takes little part in local affairs, since he has little in common with the local people and regards himself, in any case, as a bird on the wing. Likewise, his loyalties to his present firm are not too deep. He knows he may be forced, for his own future advancement, to find a job with another firm. This development is clearly having an effect on our national and social life and on the emotional development of the spiralists themselves.



I should have known . . .

I was being shown round a large factory in the Midlands the other morning when I became aware that there was something missing . . . something different. In the course of my work I visit hundreds of factories a year and have developed an instinctive sixth sense for things—atmosphere, noise, layout—little things you only notice subconsciously. I began checking in my mind. Tools, first-aid notices, bench litter, trollies — TROLLIES, that was it! No one had pushed past with a 'mind your backs, please,' there'd been no little knot of workers round the tea trolley. I looked again—yes, there were no chipped mugs on the benches either. I asked the works manager who was showing me round.

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BOOKSHELF

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Financial Incentives for Management, by Richard C. Smyth. *McGraw-Hill, 68s. post paid.*

THE MEANS OF rewarding and motivating management has received scant treatment in business literature. A survey by the author showed that in 41 companies, from 1939 to 1950, the percentage increase in gross compensation for management personnel was far less than for white-collar and hourly-paid employees.

Mr. Smyth says that the three basic objectives of any management compensation programme are to attract competent persons into the ranks of management from lower positions or from outside the organization; to retain competent management personnel in the organization; and to motivate management personnel to make an optimum effort on a sustained basis to accomplish the objectives of the owner or the board or directors.

He deals with the three chief components of the system that can achieve these objectives. A sound and equitable base-salary structure is the first and most basic consideration. The short-term financial incentive focuses managerial attention primarily on current operation or the current fiscal year. And the long-term financial incentive is designed to focus attention on the long-range planning. There are chapters covering organization analysis, job evaluation, salary determination and control, executive bonus plans and deferred compensation.

From Mr. Smyth's quarter-century of experience as executive and consultant in companies of all sizes, we are provided with a wealth of case-histories.

Automation, Cybernetics and Society, by F. H. George. *Leonard Hill, 36s. post paid.*

A BRISTOL UNIVERSITY LECTURER (in the department of psychology), Dr. George maintains that the second Industrial Revolution is a revolution of science applied to every phase of life, and automation is one of its most striking manifestations. This book treats the subject of automation and self-controlling machinery as part of the process of scientific planning—as part of the evolution of science.

Automation is not new in many respects: in its simpler forms " it represents nothing more than a conveyor belt system operating between standard machine parts ". But this is not the essence of automation. The new concepts, the creative thinking being brought to bear on the problems of living in an organized society—are more significant to the author. He therefore discusses at length the social changes scientific planning will bring.

Colour in Industry Today, by Robert F. Wilson. *Allen & Unwin, 36s. post paid.*

WHAT BENEFITS can flow from better colour and lighting in industry? The claims are staggering, and they can be easily substantiated by Mr. Wilson who has been art director of the British Colour Council for the past 25 years.

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Faber Birren, colour consultant to Lewis Berger, says in the foreword that we are indebted to Mr. Wilson for an exposition on functional colour which " requires knowledge in addition to insight ".

Reduction of Hours of Work. *International Labour Office, Vol I, 4s., Vol II, 6s. 6d., post paid.*

IN THE FIRST VOLUME, the general situation regarding the hours of work in industry, commerce and offices, at the opening of the 42nd session of the International Labour Organization, is described. Trends, economic and social repercussions are clearly revealed and the outlook, including possible forms of international action, is set out.

The questionnaire sent to member governments, which provided the basis for this ILO document, solicited an impressive set of facts which appear in Volume II in summary form. Our own Government's reply that they were " entirely opposed to any attempt to regulate hours of work on a universal basis by international regulations ", shows what little support there is for world government ideals today.

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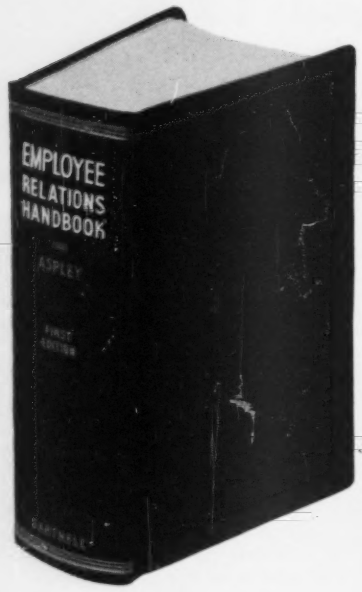

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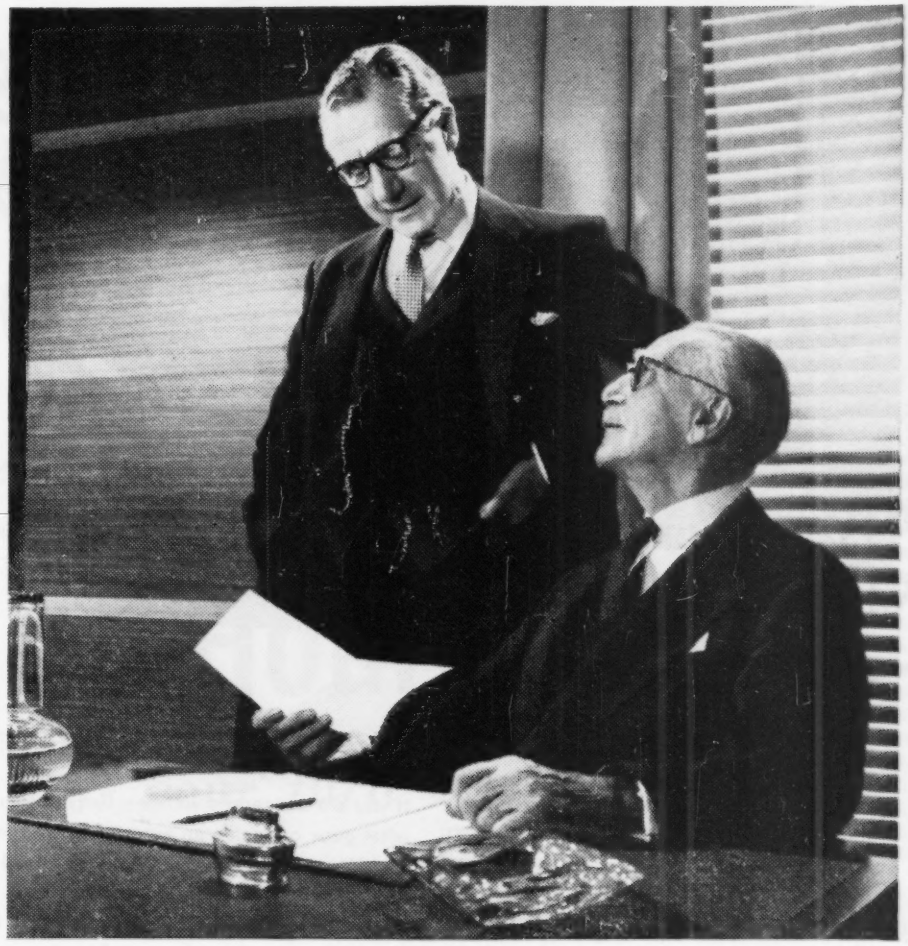

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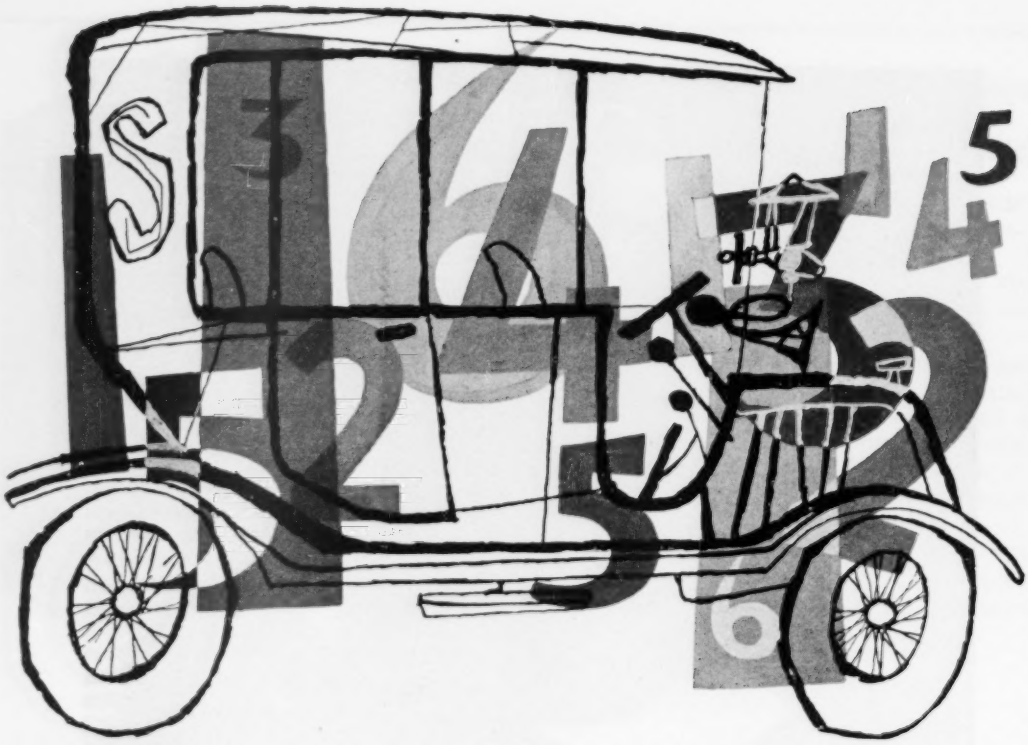

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Employee attitudes might be corrupted if the preoccupation with reduced working hours gets out of hand

40-Hour Week

Has your turn come?

by Owen Lloyd

THE cameras flash. The two separate bodies of men on the office steps smile benignly; and a moment of industrial history is recorded. Employers' representatives and trade union officials have announced their agreement on reducing the weekly working hours, without loss of pay. It may signify a substantial reduction from 45 to 42 hours, or it may be the application of that exalted panacea of industrial ills, the establishment of the 40-hour week.

With increased regularity in the months following the TUC's Christmas policy announcement, this scene has been re-enacted by more and more companies, and by a similarly expanding selection of industries. The prevailing mood seems to indicate that, for the 40-hour victors all is over —including the shouting. But if we take a look back at that triumphal scene the photographer captured, we may well find in the crowd a solitary face which is not registering the relaxed smile of satisfied relief. That face will belong to a company personnel manager.

Top management may reckon that this is the end of the road in a long struggle. The Institution of Works Managers meeting in Manchester has, after all, been told by Mr. A. Dick, managing director of the Standard Motor Company that, as far as his industry was concerned, " the case for the 40-hour week is made. It is only a matter of time before we get down to it ". But our personnel manager is not thinking about that. He is more concerned with a simultaneous message from the other side of the fence. While Mr. Dick was speaking, members of the Transport & General Workers' Union were reading this in their official magazine: " The 40-hour week will come; there can be no doubt about that. Even as it approaches, steps must be taken to prepare for the 36-hour week, which is an inevitable development also ".

The inference is that even now personnel managers are left to fight a lone battle on one or even two fronts. On the one hand, they have to deal with trade unions who are patently out for even greater reductions; on the other, many of them are having to contend with top management's failure to

appreciate that this whole question is a long-term consideration which begins and ends at no particular juncture. That this latter point is valid may be seen from the common reluctance for firms to state their motives for granting a reduction in working hours without loss of pay. It is surely paradoxical that, when a company has agreed to conform to trade-union demands, or even when it has conformed without such pressures, management should be adamant in its refusal to explain its attitude.

Masks off

What is the situation facing personnel managers? In the old days, they were presented with relatively tangible problems when they encountered union movements: more often than not, it was simply a question of dealing with straight, uncomplicated wage claims. But a demand for more 'leisure time' (sic) is not such an easy proposition to approach. Basically, the personnel manager must make for himself an initial and extremely pressing decision: is the claim for reduced working hours just another wage-claim in disguise? The British Employers' Confederation maintains: "There is a popular impression, not shared by the employers, that pressing for a reduction in working hours without loss of pay is something different from pressing for a pay increase. The only difference is in the form of words used". Contrast this with the statement of Mr. W. Carron, president of the Amalgamated Engineering Union: "If we want more pay, we ask for it. There is nothing to be gained from trying to disguise a demand for more money".

The two sides of industry and of commerce are obviously as divided in their approach and in their interpretation as ever they were. Therefore, since the battle is doomed to rage for months—maybe for years—the onus of deciding the issues at stake is most likely to fall squarely on the shoulders of personnel managers. If management and employees need to have their heads banged together—and there is every sign that they do—then the personnel manager is the man to do it. He will have to be firm with them; and to be firm, he must be informed.

The primary issue at present being fought concerns productivity. Has production per man increased sufficiently for the employee to benefit from it by a reduction in hours? And, if there has been such an increase, has it been achieved by greater employee co-operation or rather by the installation of more efficient machinery, despite the employees? The personnel manager is undoubtedly the one management member who can weigh the arguments in this case. But he should perform this act of judgment not from a remote, philosophical and quasi-sociological position: rather must he develop a sound knowledge of the hard facts of the situation. To achieve this, personnel managers can take advantage of new methods: here is a unique opportunity for going through the company like a consultant.

Production planning, sales techniques, profit margins: they are all the business of the personnel manager if he is to be a successful manager. If he is to assist in relieving this problem, either by advising or by action, he must match all the resources of the two sides in the struggle. After all, top management has its advisers and its trained specialists, and all trade unions are nowadays backed by the findings of their own, full-time research departments, staffed by qualified economists and social analysts.

A horizon

There is no more urgent need for personnel managers to come to grips with hard business facts than in their function as negotiators. Regarding productivity, they are going to be faced with many searching questions. For example, there is every likelihood of having to resolve the dilemma presented by the following two statements. On the one hand, Dr. S. G. Sturmey says in his book, *Income and Economic Welfare:* "It is possible to push the reduction in hours to the point where the increase in the production per hour (productivity) is not large enough to compensate for the reduced hours being worked so that total production falls". On the other hand, Mr. Ernest Jones, the seemingly irreplaceable president of the National Union of Mineworkers, has said that efficiency always rises when working hours are reduced. In support of this claim, he has cited the example of the cut in mining shifts from eight to seven hours each in 1919. Are these statements complementary or not? By calculated investigation, the personnel manager can find the answer for his own industry or firm.

Another vital point at issue during negotiations for a reduced working week must be: how can efficiency be maintained when the number of hours spent in production is fewer? Many companies have acknowledged that improved techniques, processes and machinery will maintain a stable price policy. They also take into account the values of work simplification and of employees' suggestions for better working. It will be increasingly urgent for personnel managers to develop their knowledge of these systems and processes and to take an active part in implementing them.

In the scales

Personnel management is a matter of efficiency and contentment: it is safe to say that, to date, many personnel managers have sacrificed the former to the latter. Reasons for this have been varied, but in innumerable cases, they appear to be the result of personnel managers refusing to include efficiency in their list of responsibilities. On the other hand, most have given their blessing to efficiency as a desirable goal, without offering to participate in its achievement.

Of course, there will be many who maintain that ruthless efficiency can never be achieved; that good working conditions must come first and that you extract as much efficiency from them as possible. An article in *The Financial Times* dealt with labour relations in the motor industry, and offered this comment on the relationship between these two conflicting ideals: "It is a question of balancing the actual loss by strikes against the possible loss caused by adopting the sort of policies which would avert them". Obviously, this off-setting of one value against the other can be managed quite coldly, by analysis and hard reasoning.

Personnel managers must also revaluate their thoughts on employment and training as these are both bound to be affected by reduced working hours. Again, there are at least two schools of thought which must be reconciled eventually. The trade unions have insisted that, by reducing the working week, employers will automatically create a market for the thousands of school-leavers entering industry together, as a result of the post-war birth increase. Yet, although by no means considered as a comment on this theory, there is the amazing fact that one group of employers, the

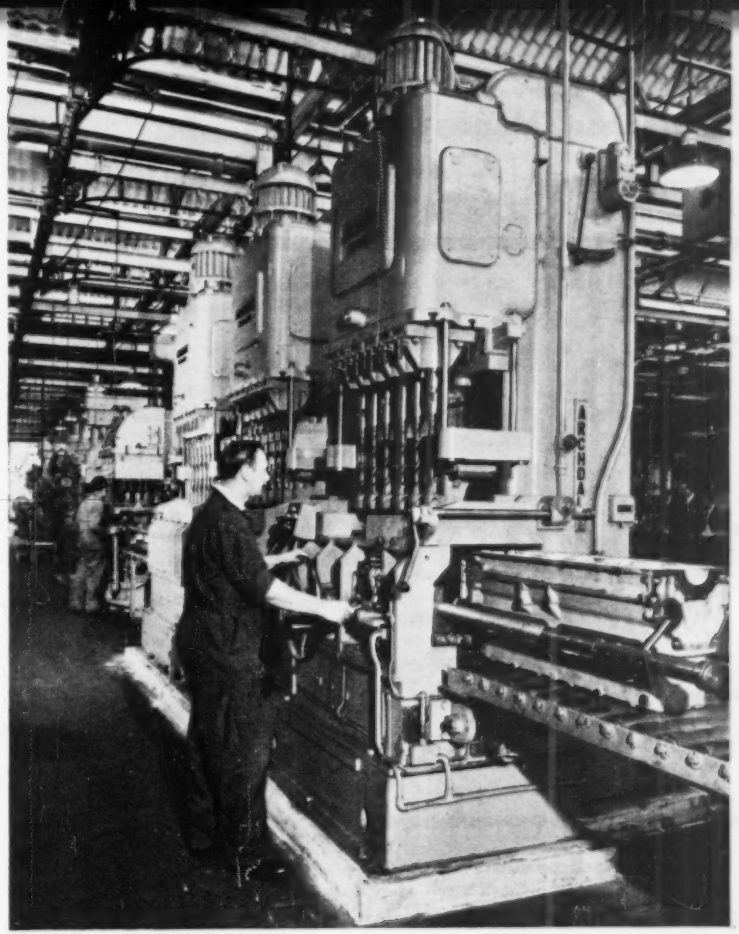
National and Midland Ironfounders Association, have already announced that, as a result of improved methods they have managed to maintain output with 24,000 fewer employees!

A back-lash from these developments will be felt most forcibly in the personnel department. If the firm is to engage a greater number of employees each year, then it will require assurances from the personnel manager that he is capable of obtaining the applicants who are best suited to the company's requirements. This will involve a rigorous re-appraisal of selection and recruitment methods—for unskilled as well as for skilled labour. If, by the reduction in the working week, labour costs undergo an equivalent increase, the value of work extracted from one worker must be optimized. On the basis of improved work measurement, job evaluation and scientific selection, the personnel manager will contribute an invaluable amount to the efficiency of his firm—and, subsequently, to his own status and prestige within the organization.

Price to pay

For the few personnel managers who, contrary to normal practice, have made a fetish of improving efficiency techniques at the expense of satisfactory working conditions, the reduction in the working week will present different problems. But problems that are nevertheless urgent. Assuming that employees guarantee to produce as much in 40 hours as they produced in 42 hours, it is inevitable that the substantial increases in the pace at which they work will give rise to certain threats to personal safety. At the same time, there are bound to be those employees who, because of the greater speed of production, find their health affected.

Probably the greatest threat in this field is action currently being taken by some trade unions and groups of workers to gain a reduction in the number of shifts they work in a week. For example, the working of four 10-hour shifts, instead of five at 8 hours, is being advocated by some working groups. This movement is not peculiar to trade unions: in fact, we have the recent case of a management move in the Massey-Ferguson tractor factory in Coventry, where four 10-hour shifts were introduced. This innovation was made in defiance of the trade unions and of the Allied Employers' National Federation. It will be interesting for other employers to see whether the trade unions revise their claims that such a lengthening of shifts is a threat to health and safety.



Is it reasonable to ask a man to spend more than 40-hours a week in the company of this formidable machine?

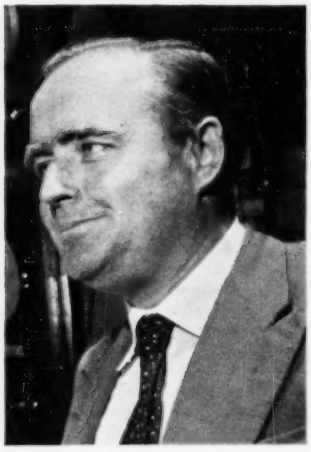
Other welfare considerations enter into a reduction in the working week. For example, managements will have to decide whether they can afford the conventional tea break to continue, which has for a long time been recognized as a costly item in production. The abolition of such breaks can naturally lead to a vast amount of labour unrest; even to the extent of causing one firm to reverse its decision of implementing the 40-hour week.

The reduction of the working week will not in fact present any personnel manager with problems that have not existed before. Its immediate and lasting effect will be to increase the urgency with which these problems have to be tackled. It will also necessitate a vast improvement in the manner in which personnel managers approach their tasks. However, this can do nothing but good for, as personnel departments gear themselves to the higher pace of their work (Remember, they will be on reduced hours too!), their worth is sure to become more apparent.

One thing is certain: the personnel manager will have to rely on his own ability and drive to smooth over this revolution. Employers are divided in their appreciation of the problem; trade unions are thinking beyond the immediate goal; and the Government has abdicated any responsibility for implementing such a social change. If the 40-hour week becomes a working reality, personnel management will be entitled to mark up another notch.

Personnel Managers at Work

THIS MONTH: | A. Boake Roberts & Co. Ltd. Stratford



You have to be tough to be fair . . . *SAYS GEOFF GOULD*

by Mark Essendon

ONLY a year ago, Mr. Gould was on trial. A temporary business recession. Foreign competition with the Company's best money-spinning product. A heavy loan to be repaid on the new plant at Widnes. Redundancy—and 150 men suddenly qualified for exit interviews. A time when a firm knows clearly, unmistakably, whether it has a harmless, ineffectual scheme-founder running the personnel department or a manager who knows where idealism ends and the wages department begins.

Set firm and fair—is the reading today on the labour relations barometer at A. Boake Roberts & Co. Ltd., manufacturers of synthetic perfumes, concentrates and flavours, where Geoff Gould has been personnel manager for five years. He survived the brief storm caused by the bout of redundancy last year, and it would be churlish not to admit that his personal stock in this Stratford firm has appreciated considerably as a result.

Without over-stressing the causes and consequences of the 1959 upheaval, the operation does reveal some of the strengths of this firm's human relations policy. One month's notice was given to the redundant employees, and the shop stewards had 150 jobs to fight for. But at every stage of the inevitable struggle, the management was frank. The managing director issued a bulletin whenever the situation changed—bulletins which were also signed by the chairman of the shop stewards' committee.

The men were given the figures—the facts revealing the true difficulties of the firm and what was at stake. They were helped to find new jobs outside and, when this was impossible, notices were extended. There were long-winded discussions but no unpleasantness; argument without inflated resentment.

Closely related with this painful event, the 100 per cent take-over by Albright & Wilson in February, provides a second perspective on this chemical firm's health and policies. Naturally, long-service people in particular displayed unease at this change in ownership. But, with the memory of the redundancy fairly fresh in their minds and with their improved knowledge of the normal risks of their business, they valued talks given by line management on what was likely to happen. Eventually, they saw that this association with Albright & Wilson would be desirable, would strengthen their Company and, possibly, provide opportunities in the bigger firm. Now, thanks to a sensible personnel policy, Boake Roberts' employees recognize the take-over as a strengthening, a financial buttress to their working lives.

When relations with trade unions are good, the position of the personnel manager is somewhat more comfortable—especially when he has to negotiate with several unions. Mr. Gould admits that, before he joined Boake Roberts (or Abrac, as they are known in the trade), his acquaintance with union matters was not exceptional. From the end of World War II until 1955, he was employed as work-study officer (and, afterwards, as personnel officer) in a trouble-free firm who had

no reason to recognize such people as shop stewards. At present, he gets on well with representatives of the ETU, AEU, T & GWU, General & Municipal Workers, plumbers, painters, coppersmiths, etc.—a range of militant organizations to test any manager's resilience. He has learnt quickly, and in a fairly hard school.

Free hand

Mr. Gould's province covers the 1,200 hourly and weekly paid Abrac employees at the Stratford main works, and at the Company's smaller factories at Walthamstow, Rainham, Widnes (Lancs) and Letchworth (Herts). (The Company was founded in 1869 and it has also taken root in Australia, India and South Africa). He is in daily telephone contact with Walthamstow and he calls there weekly or fortnightly. Rainham he visits roughly once a month and he uses the teleprinter as a link with Widnes. The Letchworth people make less demand on him as they are only 30 strong.

The greater part of his work—he is responsible to the managing director—is confined to labour relations, so that the member of higher management with whom he has the strongest connection is the works director. But his meetings with the managing director take place almost daily and he has to supply the MD with a quarterly report, giving statistics and comments on labour turnover, accounting for what has occupied his department during the quarter under review. New schemes that he has started, or would like to start, go into this report—so do a number of recommendations and hindsighted criticism of past difficulties. Mr. Gould has a reasonably free hand: the attitude regulating his authority appears to be—" It's your department, get on with it ".

In this department, there is a records officer, a personal secretary, a male junior clerk, a clerk/typist, a storekeeper to look after the protective clothing, security staff consisting of five security officers and their supervisor, and a surgery with two full-time nurses. An assistant to the personnel manager will be engaged shortly because Mr. Gould began in this firm as deputy to the personnel manager: his promotion has left a gap which has not yet been satisfactorily filled.

Holding this industrial fort single-handed is quite a job. Engineers, craftsmen, plumbers, chemical-process workers, packers and so on must be recruited through the Ministry of Labour, local and national newspapers. Mr. Gould interviews them before they are passed to the appropriate departmental head. He has a straight-forward approach to selection and, indeed, he questions involved selection methods—especially when the interviewer has little or no choice in the job market.

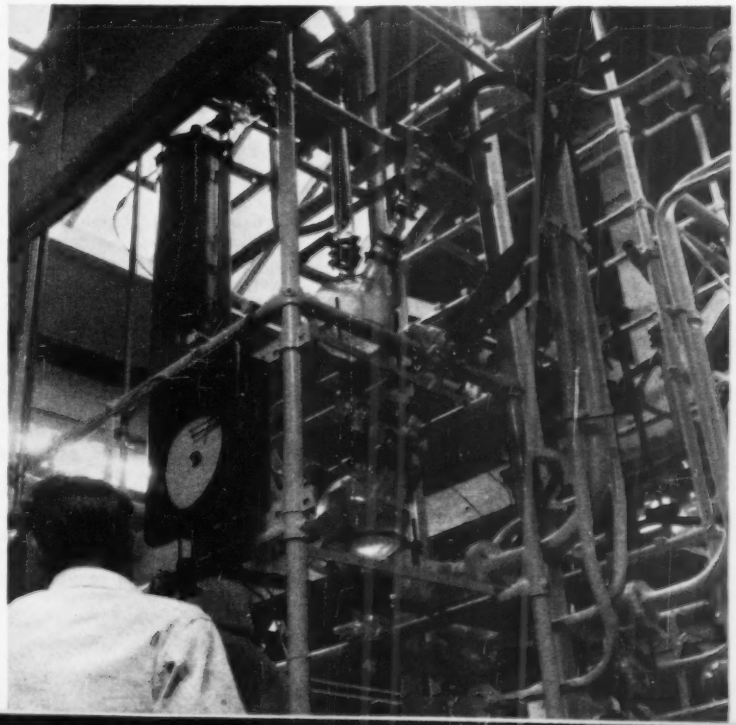
Training does not occupy much of his time. Supervisors attend TWI classes, and they are responsible for job training. All Abrac apprentices have day-release, which is administered by Mr. Gould who pays their fees. On the whole, the Company has a friendly disposition towards training by means of external courses: the personnel manager receives literature from such places as the IWS and Henley, and if he feels that any course might interest a line executive, he passes on the news. But there is no pattern of sending: they do not have a full-time guinea-pig, a course-man, for sounding external organizations. When someone returns from a course, he invariably sends a report to the managing director and to the executive officer for his section.

In common with most firms belonging to the Association of Chemical and Allied Employers, Boake Roberts pay well above minimum agreed rates. At Rainham and Widnes, they also pay a production bonus based partly on output and efficiency, i.e. on the number of acceptable products and partly on good housekeeping. Most workers have a 42-hour week—but they are paid for 50¼ hours because of the incidence of Saturdays and Sundays in the rotas.

Salary supervisor

The salaries of weekly and hourly-paid people are reviewed every half-year. Mr. Gould sends departmental heads a sheet, giving details of the individual salary record of each person in that section. The recommended increments are considered by a salary sub-committee, a carefully chosen group of levellers, more than one member of the committee knowing every person whose salary is being reviewed. This sub-committee advises departmental managers on inadequate or exaggerated recommendations, before the final proposals are submitted

A good communications system is vital for contact with shift-workers in this chemical works



to the salaries committee, on which six directors sit. The part Mr. Gould plays in this comprehensive salary survey is of immense importance: he must know the background of 'difficult' cases, and he has to ensure that no one is overlooked. Finally, he must approve all salary changes for the weekly and hourly-paid employees.

Living system

It may be that joint consultation is in decline in some companies but Mr. Gould has every reason to remain a supporter of the system. In January, 1959, the Abrac system of consultation was expanded by the addition of 14 extra local committees to ensure a better flow of ideas between shop floor, offices and management. Each local committee meets monthly and consists of a chairman (appointed by management), a vice-chairman (employees' representative), and three further management and four employee representatives: they discuss and make recommendations to management on production and efficiency, safety and good housekeeping, lateness and absenteeism and the well-being of employees generally.

These local committees are all represented on the Central Joint Council which meets quarterly. This Council is made up of a chairman (the managing director or his deputy), and 14 chairmen and vice-chairmen of local committees, no more than six management representatives, the staff manager, personnel manager and a secretary appointed by management. Obviously, this democratic system is so robust and successful at Boake Roberts that Mr. Gould is in a good position to gauge employee opinions and judge the effects of his work. This Company appears to thrive on committees; and Mr. Gould has a number which he chairs. The Suggestions Committee solicits a constant stream of suggestions by posters, and currently they award two premium bonds each month for two unsuccessful suggestions picked from a hat. Then there is the Protective Clothing Committee (every man is allowed annually two pairs of safety shoes for 10s. a pair), the Canteen Committee and the Lateness and Absenteeism Committee where Mr. Gould has obviously had a notable impact.

The personnel manager and two shop stewards interview regular latecomers monthly: the offenders are warned, and if they do not heed the second warning, they lose certain privileges such as overtime and what they call the 'Company's weekly', a 5s. weekly bonus every reliable employee receives on top of his salary. His rigorous work on this committee has brought results. In fact, the hours lost through late arrivals has been cut from around 1,300 to nearly 300 (averaged through the year) since 1956. "The chaps are with you if you are firm and fair", Mr. Gould thinks. "You can err on their side sometimes but . . .".

A most realistic Company benefit is the annual bonus which is certainly not automatic. In Mr. Gould's time it has varied from one to five weeks extra salary, depending on the year's profits. Business picked up quickly after last year's difficulties, and they were able to pay a four-weeks' bonus—one week in September and three weeks in May. Those with only two years' service could qualify for only two weeks' bonus pay, three weeks' for three years, etc. How much more sensible and encouraging this system is than the paternalistic company that pays a regular annual bonus of one week's salary, year after year, accompanied by a signed notice from a remote chairman who is pointlessly sincere and reluctant to promise such generosity for another year. To abstain from such hypocrisy is commendable: Boake Roberts, with a bonus geared to profits, paid out £55,000 last year to about 90 per cent of their employees compared with nothing in 1958-59 and £31,000 in 1957-58.

Endless welfare

Another string in Mr. Gould's bow is the 'holiday bonus' — employees receive a half-day for every five years' service, extra to the standard fortnight's paid holiday. Workers with 25 years' service become members of the long-service club, and receive gold watches from the chairman. The public presentation of these watches takes place in the works—after all, it is better that more junior employees should witness this spectacle than that the gathering should be restricted to the recipients. And Mr. Gould's attitude towards Abrac pensioners is that they are still on the strength of the Company, the retired not the working strength, and they are always told (and reminded at the annual party) that if they are in any trouble, they should come in to see him just as they would if they were still working.

His chief worry just now is the shortage of adult, clerical staff, so that he is contemplating a recruiting drive, visiting depressed areas where there are related industries and where people are used to similar working conditions. The positions he can offer are all graded and therefore progressive, so that there seems every likelihood that this will prove a transitory trouble. The labour-turnover of other employees does not give him restless nights.

There are numerous other tasks that go with his function, from dispensing small loans to those in financial distress and arranging for foremen to visit sick employees, to liaison work with the work-study department and doing some dismissal work for line management. Mr. Gould does a lot more than we can adequately describe and there are many plans he is eager to add to his already burdened schedule.

Broad shoulders

For instance, he enjoys excellent relations with the unions, meeting the chairman and secretary of the shop stewards committee on Monday (they meet every Friday), but he has so many regular meetings and duties that it is virtually impossible for him to find time to make objective analyses of his work. To discover patterns. To do some studying and supply his records officer with more data. To check the pulling power of advertisements. To cultivate centres of recruitment. To spend more time out of his office meeting shift-workers he can only get to know by coming in to work at 10 o'clock at night—as he has done. To persuade other managers than sound induction is worth the non-productive time it demands.

Single-handed in many respects, Geoff Gould finds that he can do most to improve morale by putting things right when they are going wrong. A good part of his work is therefore 'planned maintenance'—of a very high quality and, to an outsider, it looks as if his abilities are valued equally by management and men, which is the ambition of more than a few personnel managers.

Eric Moonman looks at personnel work

In America

The author (right) with Peter Drucker, the 'management prophet'

Private lives count in the promotion race. A first-hand report

TWO impressions struck me immediately and remained with me throughout the eight weeks of my stay in the U.S.A. For a start, there was an overwhelming desire on the part of most adults to engage in self-analysis. In many cases the appraisal was attempted as a means to self-improvement, either socially or in work. "Just living is a tremendous task for many", was the opinion offered me by David Karp, the well-known author of *One*. Secondly, several bodies, particularly magazines and commercial enterprises, have developed the concept of 'togetherness', a state of affairs in which families take part in group activities. ('Drive-in movies', motels and skittle alleys encourage the process.) However, there is a reaction, merely a demonstration at the moment, creating an opposition group beneath the 'Apartness' banner. At the gates of a cemetery in Los Angeles, I discovered a sign suggesting 'foreverness'.

The major problem within the management field is a basic one. Peter Drucker put it to me this way: "We appear to be developing a 'management gadget box' of techniques for the efficiency expert instead of using those aspects of the management science available to us and which supply a discipline to manager and entrepreneur. There is almost no work, no organized thought, no emphasis on managing an enterprise—on the risk-making, risk-taking, decision-making job".

Throughout the field of management —in literature as well as in practice— the emphasis is on techniques rather than on principles, on mechanics rather than on decisions, on tactics rather than

on strategy, and, above all, on efficiency of the part rather than on performance of the whole. In Britain, too, one finds a ready acceptance for the rag-bag and the gimmick. The real purpose of management has to be reassessed. Although the manager of today has to be conversant with an increasing number of techniques, knowledge of these techniques is not sufficient in itself. Management is something more than an understanding of useful things.

Outside ladders

Many American firms clearly indicate that promotion to the higher ranks of management is dependent upon an individual's willingness to work in community activities. These range from school-boards to road commissions, to politics and charitable trusts. The President of a national engineering company said that they allow 25 per cent of a man's working time to be devoted to voluntary work. In a medium-sized organization I visited on the West coast, a supervisor had attended a school-board meeting on Monday nights (outside working hours) for a couple of months when his immediate superior told him to "come in later on the Tuesday morning because of this evening activity. Say 10.30 a.m. instead of 8.00 a.m."

At the top, a Vice-President I spoke to said that all last year he had only one evening dinner at home between Labour Day (first Monday in September) and Christmas. In favour of such communal activities, two factors are mentioned:

(1) it helps in the development of managers and
(2) such work is part of an executive's work-load.

Drucker cryptically remarked: "This is the only basis of measuring individual worth in a highly bureaucratic and organized society."

Businessmen, too, are becoming more involved in politics. This is partly a reaction to trade-union racketeering and partly an increasing awareness that businessmen are unrepresented as a group in the Senate and State-governing bodies. At the Ford Motor Company, there is a special programme called 'Civic Affairs'. It is intended to capture the interest and enlist the participation of every employee from the management level down. Ford maintain a Washington office responsible for Congressional lobbying and company relations with the Federal Government. Liaison is also maintained with State and local government bodies and civic groups. A month-by-month political action programme devised last year and to be followed right up to the Presidential election in November, is also part of the Ford Motor Company's Civic Affairs Programme. The programme includes a study of how the government and politics affect the individual and influence business life.

Many American firms judge civic work a major part of executive development. The man who will 'street-canvass' (above) and campaign for political office (right) reveals potential to his company

Growing citizens

Another politically minded concern is the Johnson & Johnson Company of New Brunswick, N.J. For the last seven years the Company has conducted seminars and courses in the fundamentals of government. The Company encourages its employees to serve in political offices and grants paid leaves of absence to make this possible.

Both the National Association of Manufacturers and the U.S. Chamber of Commerce have established programmes to help businessmen obtain a bipartisan education in political elements. The NAM's three-part plan includes instruction in how the nation's civic system operates. It offers an exchange of information on legislation and public affairs techniques; and finally, it offers to help organize business groups for bipartisan work on a year-round basis.

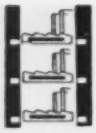
Associated with the political interest is an attempt to build up a concept of the 'business civilization' through literature. The 'socialist' writers of thirty years ago—Upton Sinclair, Frank Norris, Theodore Dreiser—were hostile to business, and tended to view it as corruptive of both the individual and society. These authors wrote with a great passion but also they expressed a point of view and this stimulated books of epic stature. Today, a great number of books are concerned with the dynamics of the management situation. Lacking the authority and style of the early writers, there are nevertheless fascinating accounts of businessmen who work long hours under great stress. Highly colourful descriptions in paper-back editions are reaching sales of 250,000 copies. An outstanding example, Joe Morgan's *Expense Account*, is probably the first novel to be written entirely around the problems and opportunities of expense-account living.

The book describes the troubles of Pete Cody, a $13,000-a-year executive

whose company will not give him a rise but nevertheless forces him to live in a fairly elegant style. Pete runs rather wild on his expense account, which is not ordinarily scrutinized, because everybody knows that Pete's job requires him to perform some expensive and sometimes indelicate operations, like procuring girls for clients. Even so, Pete had his problems. He has to account for several hundred dollars which he has not spent strictly in the line of duty. He is advised by an older colleague to put down on the expense form sizeable sums for taxi and rail fares, even though he had not left the Company's home city. Pete thereupon puts down $140 for taxi fare and $275 for train fare, and the Company's auditor, after pondering the case carefully, approves the expense account.

Perhaps this type of novel is not causing a stir in literary circles; but it succeeds in forcing the manager to take himself seriously—from the type of food he eats to his over-all general living pattern.

(To be concluded)



Visual Aids

by O. T. Curtis

All the help you want at this BACIE show

"IS the chalkboard doomed?" asked one speaker at the recent conference on "Visual Aids for Technical Education", organized by the British Association for Commercial and Industrial Education at the Polytechnic, Regent Street, London.

Certainly, the industrial training officer has never had it so good visually, and he has at his disposal today a most impressive array of visual aids. The twelve exhibitors at this useful conference presented a bewildering selection of charts, models, do-it-yourself visual aid materials, filmstrips, automatic slide-projectors, overhead projectors, sound film-projectors (including a newcomer to the ranks from Bolex) and even closed-circuit television.

The essence of visual aids is that they should be just that—aids! Mr. L. S. Powell, principal lecturer at Garnett College, giving the first lecture, presented good examples of the careful incorporation of visual illustration into a talk. He thought that the value of visual aids went beyond their immediate use in presenting some aspect of a subject visually. He showed, for example, an elaborate painted cardboard model of the constructional features of the bow of a ship. He argued that not only would this present to the technical student a new visual perspective on his subject, but would also help to convince him that here was a lecturer who had taken a great deal of trouble on his behalf. The student would be helped to become keen about his subject in the knowledge that others were enthusiastic to help him.

A demonstration on gravity, using equipment as simple as a tiny piece of cardboard, a pin, and an empty cotton reel, not only put over a physical principle but practically guaranteed that, as soon as the student reached home, he would try the experiment for himself. In that event, the next time he arrived at college he would already have comprehended some aspects of one physical law. The magnetic blackboard could be used for the teaching of algebra, visually demonstrating area relationships, and helping the student with a practical bent rather than an academic approach to appreciate something which it would be difficult for him to grasp from verbal description alone.

Fancy free

A magnetic board or a flannelgraph, both of which Mr. Powell demonstrated, could be used for showing movement. Models could be built up on the flannelgraph or magnetic board and made to function, not only illustrating some principle of movement or showing a relationship between separate components, but also enabling the student to grasp the structural principles of what might be a complex mechanism. Visual aids to help emphasize something already taught in other ways, helping the student to 'overlearn' his subject—such visual presentation is logical because we all rely on visual imagery. "During a lecture the minds of the people listening are all creating little visual images, and every so often they move away and become disconnected from the verbal images we are giving them".

Too often, however, prepared visual aids lack the flexibility a teaching situation demands; and one of the most important aids demonstrated at the Conference was the *Vu-Graph*. This overhead projector was enthusiastically presented by Mr. F. H. A. Wrigglesworth, training adviser to Mobil Oil, who showed how you can obtain, in a brilliantly-lit hall, a very bright and large image on the screen. Important, too, was the fact that the speaker could continue to enjoy all the advantages of facing his audience whilst operating the device himself. Transparencies are placed on a glass panel illuminated from below, and the image is projected upwards via a prism and lens over the speaker's head to the screen behind him.

By using the overlay method, a map or chart could be built up on the screen, and one example shown consisted of 13 such overlays, and yet provided a clear image. But covering the transparency—even with something as thin as a sheet of typing paper—completely obscured the image. This made it possible to conceal information until it was required, or to reveal a diagram, chart, or graph in sections. Indeed, by slowly moving the paper from left to

right, it was possible to reveal a series of graphs with a continuous movement that made them appear to grow before one's eyes on the screen. Since the machine also incorporates a roll of transparency over the glass, it is possible for the speaker to write or draw with one of the many devices (wax pencils, flo-master ink pens, etc.), and build up visual information in this way.

Used in discussion, for example, it is then possible to roll back the written record for recapitulation. The Educational Foundation for Visual Aids had another model of this device (called the *Transpaque* overhead projector), which demonstrated another possibility. A chart was shown of a suction pressure defuelling system. By rotating a stroboscopic wheel in front of the lens, it was possible to impart movement to the fuel in the pipes—simple, yet very effective indeed.

The ability to prepare simple drawings and diagrams at short notice (indeed even whilst lecturing), was an obvious advantage of this device. Film-making, on the other hand, demands a lot of preparation. Nevertheless there are increasing numbers of training officers and others in industry who are making their own films. One such was Mr. A. D. Pepper, who recounted how, when he was with Ransome & Marles at Newark, he embarked upon a film-making programme. Having won the support of the Board, he purchased about £800 worth of equipment, including a 16-mm. camera, a sound projector with magnetic head, and the necessary ancillary equipment for both. He then embarked upon his first and most ambitious film—an attempt to portray the problems of lecturing to industrial audiences. As a film, even Mr. Pepper had to admit it was not very successful.

On your own

This experience taught him both the limitations of his own equipment and some of his shortcomings as a producer. He frankly acknowledged that the quality of his later films in no way compared with the standards of professional production. But such films, he thought, were quite adequate for the purpose for which they were intended. It was, he claimed, often too difficult to use existing films and fit them in to a prepared course of training. Making your own film solved this problem.

The strongest point in favour of such an approach to industrial film-making is that one has flexibility and one can devise film material to suit a specific internal situation at much less cost than by going to a professional unit. Not that all Mr. Pepper's budgeting would have satisfied an astute accountant. Can you seriously claim that, having bought your equipment, the only cost of production is that of the film stock used? Mr. Pepper claimed this and more when he said, "We never threw anything away unless you could just not possibly understand it". By any standards, that would add up to pretty bad film-making; as would shooting without lighting in a dark workshop; and getting access to departments by using the argument that once the works film unit paid you a visit, they would never come again on the same job.

Amateur stars

The non-professional film-maker need not always fall so far behind the professional in standards, and another speaker, Mr. Trevor Fletcher, lecturer in mathematics at Sir John Cass College and president of the Association for Teaching Aids in Mathematics, claimed that mathematical film-making was one field where the non-professional could still show the professional the way. There was a need for such films, he explained, because of the nature of mathematics itself. The film could impart a new dimension and thus help the student to an understanding denied him by much conventional "maths teaching". The mathematics film was completely visual in approach (usually run silent without captions), and it virtually created a new language.

One cannot conclude from this, however, that the situation in mathematics film-making is the same as that portrayed in the industrial field by Mr. Pepper. Mr. Fletcher's latest film, on Four-Point Conics, for example, was in production for several years, and is distinguished by the care with which it was made.

Training officers would do well to catch some of Mr. Pepper's enthusiasm and to show some of his initiative. But if non-professional industrial film-making is really to raise the level of industrial education and training, those in industry would do well to acquire the feeling for the medium that Mr. Fletcher displays and to devote some of the painstaking effort which helps produce films of the quality he and his teaching colleagues have produced.

This very useful Conference suggested a far more insidious hazard to be avoided by those responsible for industrial training. One had only to enter the crowded and cramped conference room with its jostle of exhibitors' stands, to see at a glance that there is a mass of equipment available for instructors to use. But is there not a danger that the equipment will run the instructor if he is not careful?

Ye olde robot

One portent was a machine already shown at the Instruments, Equipment and Automation Exhibition. This was the *Auto Tutor*, an American device. In brief, it consists of a console with a screen and a series of buttons. Pressing these buttons reveals numbers on a panel, and appropriate numbers select images for the screen. A student following a course of instruction would be required to press certain buttons to reveal the first chart, picture, or text. If text appears, he is given certain facts and offered several alternative answers to a problem. For any answer he selects, he presses the buttons whose numbers were indicated on the chart. If he chooses the right answer, another chart appears, confirming his right answer and giving further information and another selection of questions for which alternative answers are provided. If he gives the wrong answer, he has to return to the original sheet and try again. It is claimed for this machine that, since the student must provide a right answer before he can proceed to the next part of the course, accurate learning is stimulated and performance improved. His work can be supervised (it is further claimed) because a device on the machine not only records the numbers of buttons he has pressed, but also the time it took him to reach any one decision. It can therefore be seen whether he is just guessing, and what progress he is making.

So we have the paradox that, at a time when our technology has become more complex than ever, when our rate of scientific and technical progress is bounding forward with ever more rapid acceleration, we have a machine wedded to a concept of education that would have done little credit to the dame schools of the nineteenth century. Education and technology should certainly be wedded. But please not such a shotgun wedding!

The only Department every Company likes to keep slack...

Accidents will happen. But often surgery staff are kept needlessly busy with ailments caused by lack of ordinary cleanliness and care in the factory.

Industrial Dermatitis, dry, chapped hands and epidemics can be reduced to a minimum with the aid of Deb cleansers and disinfectants.

SWARFEGA INDUSTRIAL HAND CLEANSER

Swarfega's gentle emollient action reaches deep into the pores to lift out the most stubborn grease and industrial soils. Antiseptics clear dirt-fed germs from the skin, reduce the incidence of industrial dermatitis, and lower absenteeism.

Swarfega leaves the hands clean, supple and germ free. Swarfega is the twentieth century hand cleanser that no factory or workshop should be without.

LANIMOL — WATERLESS SKIN CLEANSER

Lanimol brings the washroom to the worker ; with its own, built-in water it is specially designed to provide on-the-spot washing for employees working away from proper facilities.

Lanimol's gentle action will remove even the most stubborn soils—paint, oil, tar, dyes and inks.

Lanimol contains Lanolin, to give after-wash smoothness, and prevent soreness and chapping.

Other Deb cleaning aids include :

JIZER SOLUBLE SOLVENT

A safe, non-toxic degreasant for removing grease and cutting oils from machinery parts, engine units. Ideal for production or small scale degreasing. A rapid acting industrial floor cleanser which rapidly removes encrusted grease and filth from factory and workshop floors. Protects against accidents resulting from slippery, dangerous floors.

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JIZER JEL FLOOR CLEANER

Cleans, disinfects and deodorizes all types of floor areas. Removes vegetable and mineral oil deposits, stains and ordinary day to day dirt.

DEB VEHICLE SHAMPOO

Widely used for cleaning vans and heavy industrial vehicles. A rapid cleaning and polishing preparation which contains specially selected detergents to remove road grime without harm to cellulose, plus wax to polish and protect.

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A pleasantly scented liquid soap designed for use in standard liquid soap dispensers, avoiding the 10% wastage inseparable from the use of bar soaps.

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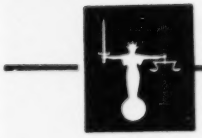


RIGHT SIDE OF THE LAW

by COUNSEL

When is an accident . . . ?

WHAT is an industrial accident for National Insurance purposes? This seems a simple enough question even if the answer, from the National Insurance standpoint, is extremely important to an injured workman. It is clear that when a workman is injured, say, by a defect in the machine he is operating in the course of his normal work in the factory, that is an industrial accident. But frequently the circumstances are not so straightforward. What if a man taking money back to his firm for wages is attacked and injured in the course of a 'wage snatch'? Has he suffered an industrial accident?

The term has, in fact, been defined under the *National Insurance (Industrial Injuries) Act, 1946*. It is an industrial accident when a person suffers personal injury from an accident arising out of and in the course of the employment, and when such employment is insurable. But, as might be expected of an Act of Parliament, this definition needs explanation.

Under cover

For the purposes of the Act, the employment must be insurable. Therefore, if the industrial accident happens outside Great Britain, no benefit will (as a rule) be payable unless the man concerned is a seaman or airman. The Act applies to persons in these employments with certain modifications. However, Great Britain has now made reciprocal agreements with certain Commonwealth and foreign countries in respect of industrial accidents suffered by persons abroad in the countries concerned. The Orders in question should be consulted, because some agreements do not cover industrial injuries while, conversely, others apply to industrial injuries only.

In view of the increasing tendency of industrial firms to set up factories abroad and to 'export' some of their key staff, these agreements are of some importance. Moreover, the trend will probably be accentuated by the creation of the Common Market and the European Free Trade Association.

Now let us look more closely at the term 'accident'. There is nothing abstruse about the use of the word itself which has its ordinary meaning. But the scope of it must be appreciated. It covers not only mishaps in ordinary circumstances but also instances so unexpected by the person injured that the results may reasonably be called accidental. This embraces such matters as intentional injuries caused by other people (for example, attacks by wage bandits), an unprovoked attack by a colleague at work, nervous shock and exposure to extremes of heat and cold. In certain cases, suicide may fall within the scope of industrial accident, but only if the mind of the injured person has been affected by accident shock so that he commits suicide. It has been decided that it is not a consequence of the accident if, for example, the injured person decides that he cannot live to face his injuries and, being in full possession of his faculties, kills himself.

It is not necessary that the accident should cause actual physical injury. The nervous shock of seeing a fellow workman accidentally killed has been held to be an industrial injury by accident. Physiological changes, brought about by the work being done, also rank as industrial injuries.

This has been held even in such an unusual case as that where heart disease was aggravated by a man's climbing the steps of a crane in a shed where monoxide gas was present; or where coronary thrombosis caused death more than nine hours after a man had run to put on a brake. Of course, there must be a connection. Where a man died of heart failure nearly two days after doing some heavy work, it was decided that this was not the result of an industrial accident.

Drawing the line

An 'accident' must be distinguished from injury caused by process. Injury may result from one accident; equally, it may result from all or any of a series of accidents. In both cases, it remains an industrial accident for insurance purposes. But if the injury is caused gradually over a period by a continuous daily process, it is not caused by an industrial accident. Examples will help to make the distinction clearer. It has been held to be an industrial accident in a case where a man eventually strained his heart through lifting a weight a number of times. But, on the other hand, it has been decided to be an injury due to process and not an accident where a bus driver was subjected to a draught through the ventilator of his cab which, after three months, caused conjunctivitis.

A man whose general state of health is such that he is much more likely to suffer a particular injury than a normal healthy person may still show that his employment was the last straw, as it were, in bringing about his incapacity. The distinction between injuries caused by accident and those caused by process may be exceedingly important because of the possible effect on insurance benefits.

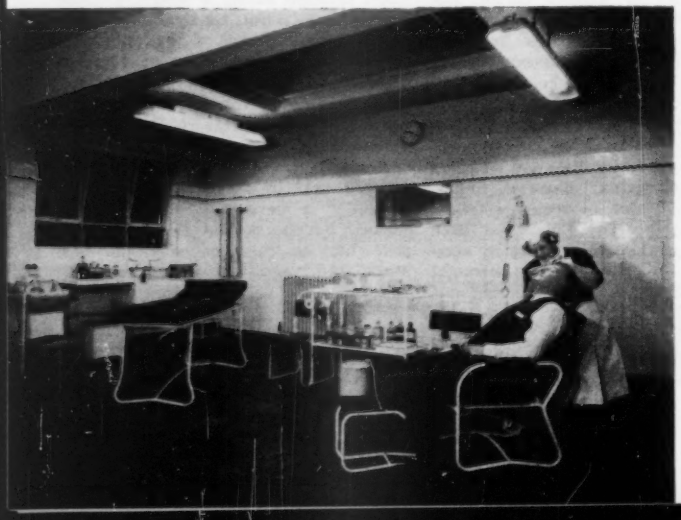
The bright medical centre gives more than first-aid

THE 'ambulance room', the cluttered cubicle for injury treatment, is swiftly becoming a thing of the past, as progressive companies are creating first-class medical centres—some are modern hospitals in miniature. In many firms, the occasional 'repair' work of a nursing sister has been expanded into a full-scale programme of health education and maintenance.

Having the facilities of up-to-date equipment and the services of skilled medical attendants and officers readily available, means a substantial saving in lost-time and in money to the employer. But this investment, by an enlightened management, could well prove a loss—if care is not exercised to see that the medical centre is attractive enough to encourage visits by those who should go there.

The centre needs to be spacious enough to accommodate, with some degree of comfort, its staff, the occasional patient, and the regular stream of new employees and 'rehabilitation' cases requiring the amenities that make for effective interviewing. It might even be sound policy—if such a room is not to be found centrally situated—to provide, adjacent to the working area of the medical centre, a lecture room for use in the firm's accident and sickness prevention scheme. Of course, as an aid to the morale of the labour force, the provision of medical attention of a high quality, is an incalculable element.

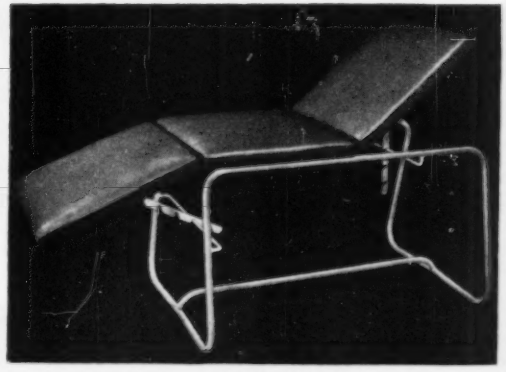
A well-lit, spacious, easy to clean Birmingham medical centre superbly equipped by Cuxson, Gerrard



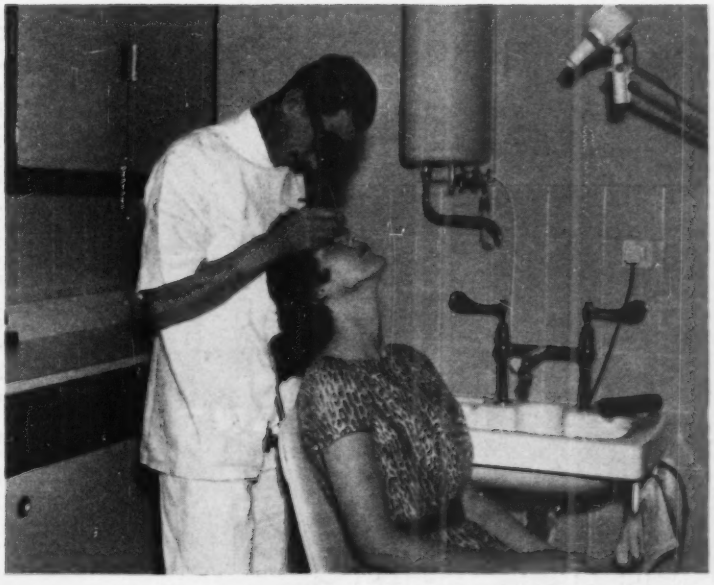
First-aid cupboards should contain a generous stock of such dressings—it's a long term saving

When a cut finger (here with Prestoband plaster) can cost a firm £12 a minute, minor injuries must not be overlooked

Neat and unobtrusive, this sanitary-towel vender can be supplied by Peter's Automatic

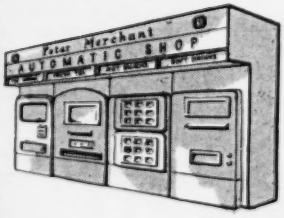


Even the smaller centres could find a space for this compact, adjustable 'Neptune' examination couch



Elbow-operated taps, flush-lined cabinets—such good features are rapidly becoming standard equipment

WHAT'S YOUR CATERING PROBLEM?



A valuable amenity for your staff — an additional source of income for your canteen.

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LONDON MANCHESTER EDINBURGH BELFAST

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BEACON

These "dip and dry" coats are a perfect combination of smartness, economy and long wear. No laundry problems, no ironing, and they keep their fresh daintiness throughout their long life. Available in a range of 11 colours.

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EQUIPMENT MARKET

A Monthly Survey for Personnel Managers

● EFFICIENCY ● WELFARE ● OFFICE AIDS ● SAFETY
● CLEANING ● HEALTH ● VENDING

For more information—free of charge—on items featured in this 'Equipment Market' section, **use our Reader Service Form (facing p. 46),** *quoting the reference number of the equipment that interests you. Urgent enquiries can be made by telephoning WATerloo 3388, Ext. 216*

Efficiency

CAR-TIDY

DO you suffer from having to rummage through the car's glove box to find your business cards, your

cigarettes and your papers? If so, there is a simple solution: the *Visor Caddie*. Fitting the sun-visor of any make of car, this luxan and tan accessory will keep all those items ready to hand and away from the rag you last used to wipe the dip-stick.

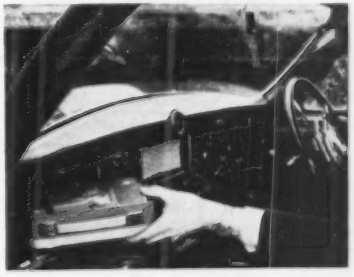
To prevent items from falling down, all fastenings are either zip or press-stud. The sun-visor is probably one of the most accessible places in the car, and when the items are not required, they remain hidden away.

Enquiry Ref. No. E7/1

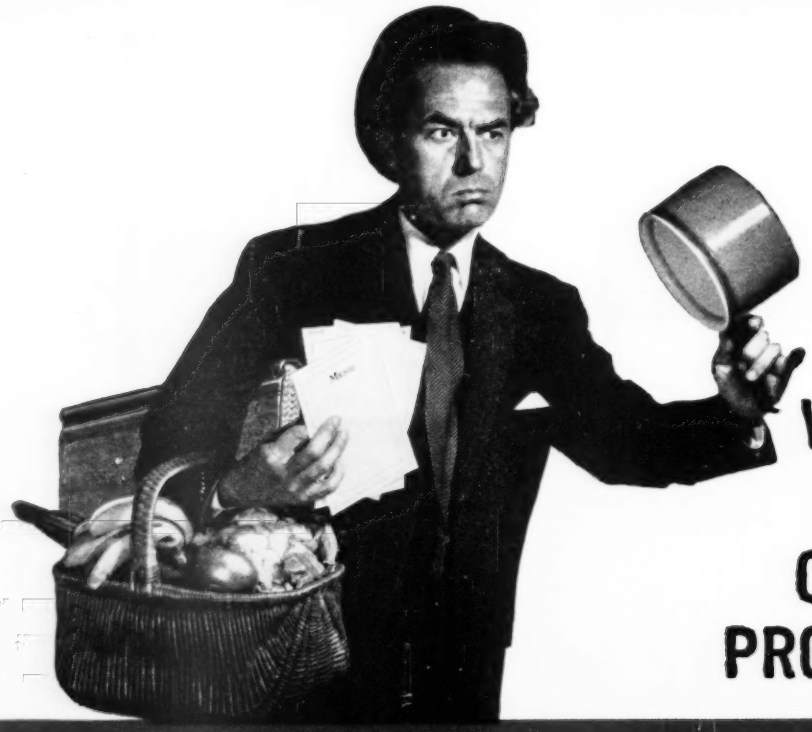
REGAINING LOST TIME

TIME spent on travelling is often time wasted, more particularly when one is travelling by road in one's own car. Yet, it is frequently this time when one can crystallize one's thoughts: the difficulty is encountered at the end of the journey when we try to remember them. A solution to this problem could well be the *JC.3 Car Recorder*, consisting basically of a fully-transistorized, portable tape-recorder which is compact enough to fit into a glove box or on to the fascia-shelf. Operating off four U.2 torch batteries, it should give approximately 50 hours of recording or playback time. Alternatively, it can be wired to run off the car battery.

The microphone is complete with a length of flex, sufficient to reach from the glove compartment, thus allowing it to be placed at a convenient point such as the windscreen (see illustration). There is also a simple control to adjust the sensitivity of the microphone, especially if it is installed in a noisy car. The recorder is switched on and off by means of a standard switch obtainable from the garage: this can be fitted quickly to the dashboard, steering column or any easily accessible point.



At all points, the recorder has been designed to assist the car-user to make good use of his travelling-time, but



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Trying to keep firm control without being run off your feet? Fully trained, highly qualified assistance from Peter Merchant—the leading industrial caterers in this country—would leave you free to get things done *the way you like them done.*

You would be relieved of all worry connected with accounting, stock control and forward estimates, and any or all of these specialised services would be yours:

Expert buying on a nation-wide scale

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BEACON

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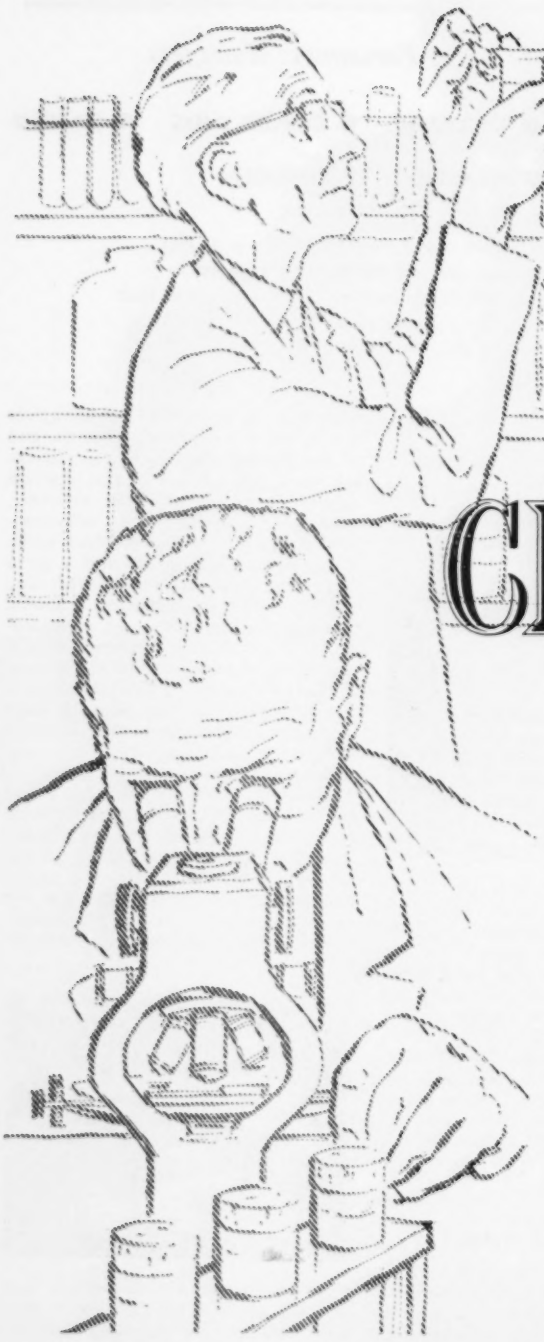

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NEW GERM KILLING POWER Independent bacteriologists' tests prove Crusade to be 5-6 times more powerful than carbolic acid.

WIDER, LONGER-LASTING PROTECTION With high-powered ingredients, each carefully selected for its special deadliness to specific groups of dangerous bacteria . . . ingredients which *stay active*, alert against infection long after the water with which you dilute them has evaporated.

SAFE, PLEASANT TO USE Yet Crusade is completely safe . . . is recommended for cuts and abrasions . . . has an unusually refreshing fragrance.

AND VERY ECONOMICAL Concentrated Crusade goes a long way—its dilution rate in water is three times higher than that of well known disinfectants.

FIGHT INFECTION WITH CRUSADE IN ALL THESE PLACES Toilets · Sinks · Drains · Buckets · Dustbins · Table tops Floors · Paintwork · Kitchens · Contaminated clothing · Cuts and abrasions.

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One of Johnson's technical representatives, your local J-Man, will give you the full information on Crusade.

Write or telephone

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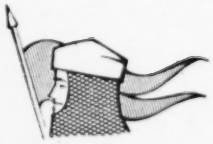
For further details, complete enquiry coupon facing page 46



Facts about Crusade

WHAT ARE BACTERIA?

Bacteria are one-celled vegetable micro-organisms. Some are beneficial to human life—others attack human life. These deadly bacteria are called pathogenic bacteria. *Crusade is lethal to pathogenic bacteria.*

HOW MANY TYPES OF PATHOGENIC BACTERIA ARE THERE?

Bacteria can be divided into two types known as gram positive and gram negative. Salmonella bacteria, which cause diseases ranging from food poisoning to typhoid, are typical of the gram negative group. Staphyllococcus aureus and Streptococcus pyogenes are bacteria in the more resistant gram positive group which cause skin diseases and infections ranging from sore throats to scarlet fever. *Crusade is effective against both groups of bacteria.*

WHAT MAKES CRUSADE SO POTENT YET SO SAFE TO USE?

Crusade contains selected ingredients, such as chlorinated xylenols to kill gram negative organisms and benzyl cresols to kill gram positive organisms. These powerful agents are non-toxic to humans and do not irritate the skin.

every effort appears to have been made to ensure that the driver's attention is not unduly distracted while he is recording. Complete with microphone, jack-plug and tape, the *JC.3* costs 27 guineas.

Enquiry Ref. No. E7/2

Cleaning

FLOOR CARE

A WATERLESS process of cleaning thermoplastic tiles, linoleum and rubber flooring is claimed to give the floor a smoother, harder surface, more resistant to dirt and to wear, more easily cleaned and maintained. Of course, it also does away with the mess, mops and buckets, etc., usually attendant during scrubbing operations. How does it work?

Using new, spun-nylon floor pads in conjunction with the speed and suction of the *Universal Machine*, this waterless scrubbing requires only the barest possible damping of the floor with a weak dilution of neutral detergent. The high speed, vibratory movement of the pad dries the moisture, loosens the dirt which is then taken up into the dust-bag. The floor is then buffed without changing the pad, by simply passing a second time over the freshly cleaned areas.

The weight of the machine is adjustable from 50 to 132 lb to suit the task, and the torque-free, oscillating action gives finger-tip control without pull or drift. It also operates right up to skirting boards and underneath chairs, tables, kitchen installations, etc. There is a two-year guarantee.

Enquiry Ref. No. C7/1

DOES THE WHOLE JOB

POLISH, buff, scrub or scarify—all with one machine, the *Husky*. This sturdily constructed polisher/scrubber with its ½-h.p. capacitor-start motor, has a die-cast casing that encloses twin 8½-in. contra-rotating brushes to prevent the machine from 'wandering' in use. Nor will it 'run away': if the handle is dropped, a braking action is applied to the wheels.

The handle tube, switchbox and the easy-wind cable hooks are coated in black nylon, and all machines are fitted

with 50 ft of twin-core, heavy duty cable. The entire machine is doubly insulated, which, the makers estimate, abolishes the need for earthing wires. When the *Husky* is used for wet scrubbing, a fibre-glass tank of two-gallon capacity fits on the machine, but still allows for its use under heating pipes, counter-hangs, or other low-level projections.

Prices vary according to function: as a polisher, complete with two polishing brushes and felt pads, it costs £59. The polisher/scrubber, with water-tank and base, costs £68, plus an additional £2 8s. for a pair of scrubbing brushes.

Enquiry Ref. No. C7/2

Safety

AVOIDING BANGS

AMERICAN industry has recognized the necessity of using safety tools in hazardous locations, and their use has increased accordingly. A leading British safety supplier is now offering industrial safety officers in this country the benefit of experience in the United States in the form of the complete range of *Ampco* tools.

The advantages of what can loosely be classified as 'non-sparking' tools need no explanation for those industries that are constantly trying to provide effective guarantees against explosions. What may need some clarification is the steps that users should take to ensure the efficiency and safety of these tools. The makers

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to PERSONNEL OFFICERS
the modern approach to a feminine problem
YOUR FEMALE WORKERS will appreciate the provision of the most efficient and reliable sanitary protection possible—MENE and MENEX.
Any question of 'problem times' which may affect women in industry, can be effectively lessened by the choice of these highly efficient sanitary towels, trusted by women for over fifty years.
Scientifically designed and made from materials of the finest quality, extra-absorbent, with special moisture-proof backs, MENE and MENEX provide the maximum comfort and protection. They can be recommended with confidence for women actively engaged in a busy life.
MENE and MENEX are supplied in standard packs of one dozen towels, and are also available in individual cartons especially designed for use with our automatic vending machines.

Write today for a special quotation to:—

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For further details, complete enquiry coupon facing page 46

José

Clean, smart and extremely hard wearing, this charming double-breasted slimline overall in finest quality nylon is available in a wide range of colours with contrasting trimmings. Brochure showing full range of Eve Nylon Overalls available on request.

Eve NYLON OVERALLS

'The overall you can't buy anywhere' only from the makers

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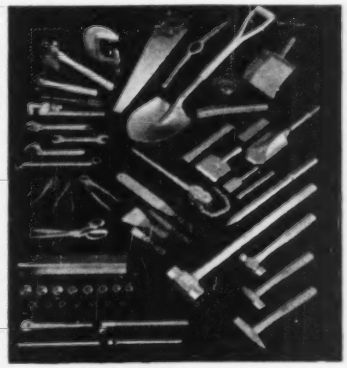

refer particularly to the slight 'mushroom' effect produced on hammers, sledges and similar tools, after continued use. They suggest that tools should be regularly dressed.

They remark that no precautions need be taken in re-working *Ampco* metal tools, since no temper is there to be lost through over-heating. In the case of beryllium-copper instruments, they must be kept extremely cool when redressing, because temperatures in excess of 400 deg. F. may destroy the hardness and strength of the part. They recommend filing, stoning, or careful wet grinding.

Enquiry Ref. No. S7/1

RESIN REMOVER

A NEW development in the field of skin-cleansing is intended for workers who find that synthetic resins and glues adhere tenaciously to the hands and are difficult to remove. The materials against which it is claimed to be effective are epoxide, urea/formaldehyde, polyester, phenol/formaldehyde, polysulphide and silicone.

In normal circumstances, one application is considered sufficient to remove resin; but, if there is gross contamination, the makers recommend a further application. They also advise its application before work is commenced: this, they say, will make cleansing that much easier. The cream is rubbed thoroughly over the contaminated area until the resin is loosened: it is then wiped off with a clean cloth, or washed off with running water.

Containers of cream are obtainable in three sizes: 1 lb at 5s. 6d., 7 lb at 30s., and 14 lb at 55s.

Enquiry Ref. No. S7/2

FULLY ADJUSTABLE

PERSONAL fit is one of the essential requirements for any piece of protective equipment. The recently announced *1900 Safety Spectacle* scores on this count by virtue of its telescopic arms which can be adjusted to suit individual facial measurements. Other features include a lightweight construction in nylon which weighs no more than ½ oz. The spectacle can be completely dismantled by hand, and all components are replaceable as well as interchangeable. One last feature

is the maker's claim that the spectacle can be worn comfortably over ordinary eyewear with no fogging or distortion.

Enquiry Ref. No. S7/3

SHOULDER AND LAP STRAP

IN view of a statement at this year's National Industrial Safety Conference that 41 per cent of all road journeys are paid for by industry, management will probably be taking an even closer look at road safety equipment and programmes. In the first category, there has been an upsurge in the attention given to car safety belt design and manufacture. Among the latest

ZALPON

washing cream
for personal hygiene

That's all it costs to ensure personal hygiene with Zalpon Washing Cream. Today hospitals, factories and offices rely on Zalpon as a safeguard to health. And Zalpon is so economical, because while it ensures a constant supply of soap, it cannot be pilferred from its locking dispenser.

Zalpon Washing Cream washes cleaner than ordinary soap, yet it is kind to the hands.

AN IZAL PRODUCT NEWTON CHAMBERS & COMPANY LIMITED, THORNCLIFFE, SHEFFIELD

EQUIPMENT MARKET

For further details, complete enquiry coupon facing page 46

developments in this field, we notice the *CH/2 Harness* which provides protection in the case of an accident for the occupiers of a car's front seats.

The *CH/2* consists of a single length of nylon webbing (breaking strength of over 5,000 lb.), which forms a diagonal shoulder and lap strap. Both ends of the strap are anchored to the floor of the car by a single U-bolt. The fastening buckle is designed for easy connecting and releasing, and with no moving parts to jam or corrode, it can be undone by the flick of a finger.

This harness prevents the upward and forward motion during a collision —the major cause of many car deaths or major damage to human bodies. Price, including tax, is £4 15s.

Enquiry Ref. No. S7/4

PROTECTIVE TRIO

THREE new qualities of *Feathertect* apron (references 530, 540 and 550) are now being marketed. Quality 530 is made from 5-oz low-twist nylon, treated to receive a high-grade plastic coating. This is said to cause an unusually high degree of adhesion between the proofing and the base cloth, giving a tough, lightweight material which is resistant to abrasion and suited to heavy-duty, dry wear. It is applicable to wear during spot-welding, and also to protect against fluids encountered in processes such as degreasing.

Quality 540 is a low-priced version of the 530 and is made on a linen fabric. Weighing approximately 19 oz a square yard, it should suit lightweight aprons for heavy-duty, general use. The 550 quality is said to be highly resistant to oil, grease, animal fats and vegetable fats. It weighs approximately 4½ oz a square yard. Data and sample materials can be obtained for inspection.

Enquiry Ref. No. S7/5

Office Aids

FOR MAIL ECONOMY

OFFICE costs are unnessarily increased by wasting time and effort on the manual opening of letters. This method also means that, more often than not, opened envelopes cannot be preserved for further, internal use. As an aid to reducing costs incurred in these ways, automatic letter-openers are becoming more popular. A new addition to this type of equipment is the machine illustrated. It automatically aligns any size of envelope

up to 9¼ in., and trims off little more than a hair's-breadth to completely expose the contents.

Operation requires no skill to achieve a rate of between 40 and 50 envelopes a minute. Having placed a sealed letter in the top slot, the operator pulls down the bar. The envelope is then mechanically fed to the cutting point. Priced at 7 guineas, the machine is mounted on a steel base, fitted with large, soft, vacuum-rubber feet.

Enquiry Ref. No. O7/1

The value readers place on this Equipment Market is clear from the flood of enquiries reaching the PERSONNEL MANAGEMENT AND METHODS Reader Service Department soon after an issue appears. Only new products qualify for inclusion in this section of the journal; and this selected display is appreciated. We invite firms to submit details of suitable products for this guide to safer and better working in industry.

Welfare

COMPLETE COMFORT

EMPLOYEES who come along to the sports ground for relaxation whilst they watch the works cricket team will appreciate the low-back version of this outdoor seat. Its main attraction is that, with a back some 5½ in. lower than usual, it allows the sitter to rest his arm along the backrest.

The new seat is available in a variety of lengths, ranging from 4 to 8 ft. The slats are designed to withstand the wearing effects of the weather, being of prime, select Afrormosia. Except for occasional oiling, they require no maintenance. The frames are heavy, grey iron castings—stove-enamelled black—with rustproof bolts that are finished flush with the surface of the

"G" BLOCKS FOR GENTS' CHANNELS

IMPART FRESHNESS TO URINALS
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ABSORB OBNOXIOUS ODOURS

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Purify atmosphere

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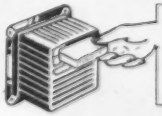

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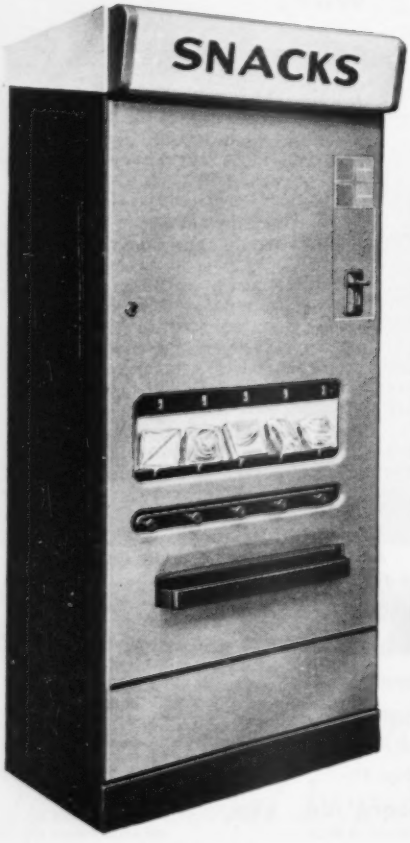

No man could run a
snack bar on a site one foot five wide
by two feet seven long—but a Stonermatic can. What's more it stays on the job 24 hours a day, seven days a week and 52 weeks a year; selling five different kinds of snack. It means you can tuck a snack-bar in almost anywhere; in a corridor for instance or even on the factory floor.

For offices and works where the demand would be high, the Stonermatic snacks vendor—like any of the other Vendo machines*—can be supplied, installed and run entirely free of charge.

*Other Vendo machines sell milk, ice-cream, hot foods, sweets, bottled drinks.

For details of this scheme write to the manufacturers—Sankey Vendo Ltd.

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TEL: WELLINGTON 4321 · TELEGRAMS: WELLINGTON SHROPSHIRE

For further details, complete enquiry coupon facing page 46

wood. Prices range from £10 each, and delivery is from between two to four weeks.

Enquiry Ref. No. W7/1

CUTS CLEANLY

THE *Avamore* gravity-feed slicer can be adjusted to give up to 15 slice variations. Electrically driven and incorporating a built-in ON/OFF switch, it is constructed of a light alloy—all castings having a highly polished, anodized finish which the makers claim to be impervious to deterioration and an aid to thorough cleaning.

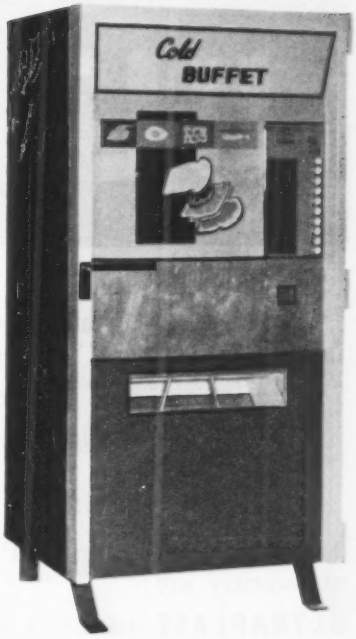
The blade, made of specially tempered steel with chromium-plated finish, can be sharpened as and when necessary with a separate grinding attachment. Other specifications are: weight, 51 lb; dimensions, 19 in. by 17½ in. by 15 in.; drive—triple V belt; motor —¼ h.p., capacitator start. Price: £79 10s.

Enquiry Ref. No. W7/2

Vending

AUTOMATIC SNACKS

UP to 400 sandwiches can be dispensed from this new cold-buffet machine. It contains 10 columns of drop-shelves, with push-button selection for each individual column. The sandwich figure is simply an example of the machine's capacity: columns can be adapted to vend rolls, cakes, fruit, desserts. All items are kept fresh under refrigeration, and this concentration on hygiene is perpetuated by the machine's 6-in. legs which make external cleaning a simple task. The machine is available for £375.



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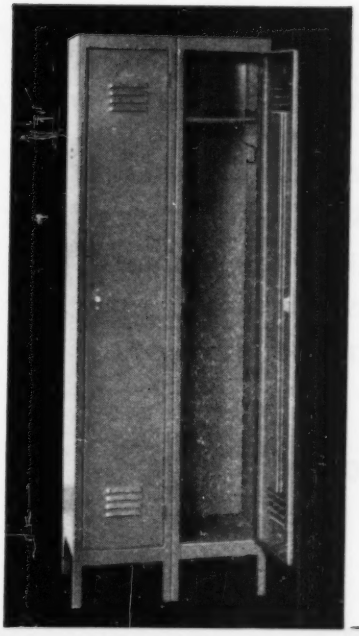

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The problem of where to put those hats and coats can be solved in a neat and tidy way if you install VALOR Steel Clothes Lockers. Robust and smart, VALOR Steel Lockers are designed to last for years. Valor make them that way!

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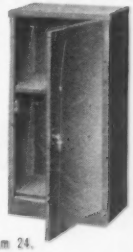

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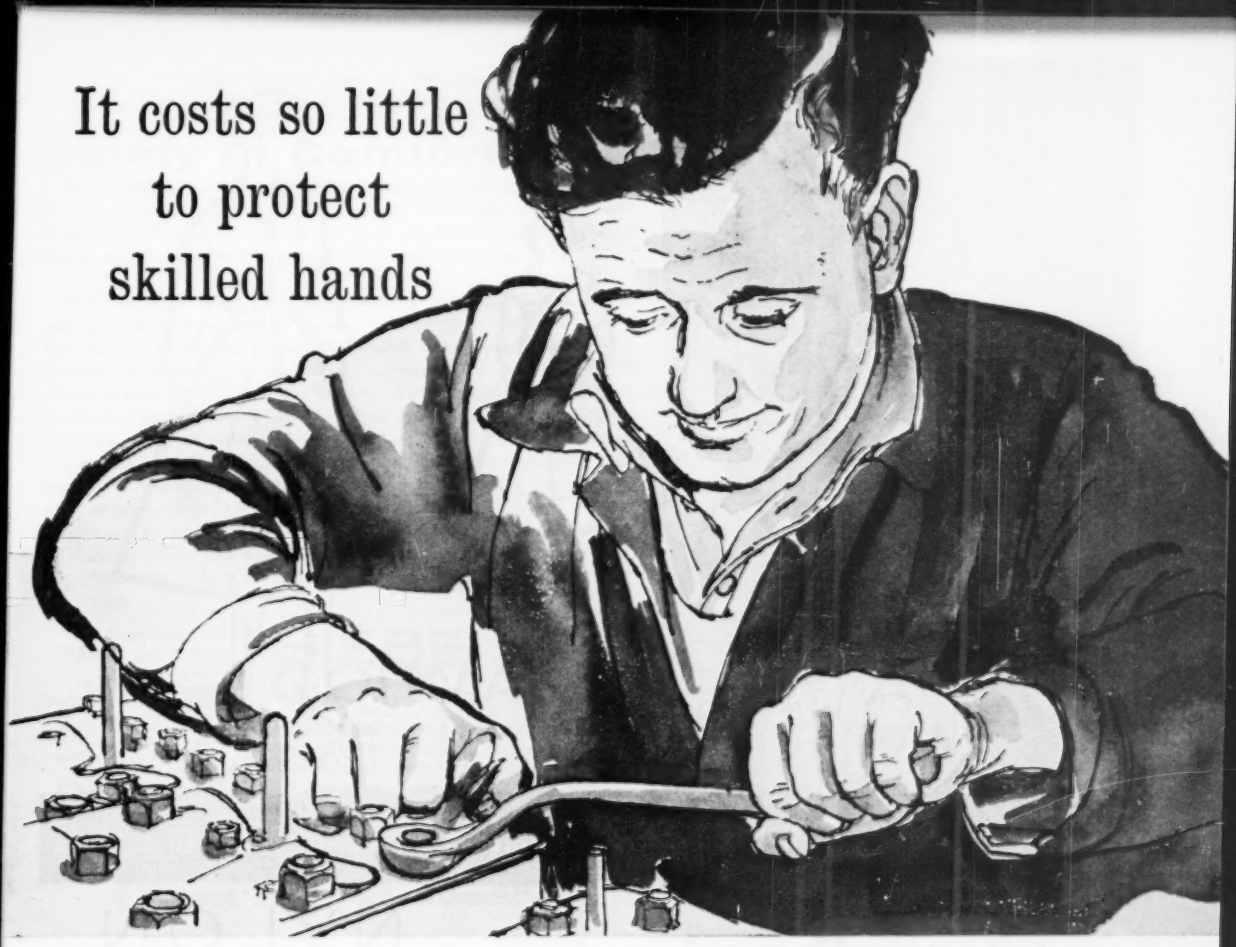
It costs so little to protect skilled hands



IZAL Antiseptic Barrier Creams give inexpensive protection against *all* hazards which can be countered by the use of barrier cream. They are easily applied to the skin, are non-slippery and can be easily washed off after work without the aid of special solvents.

Two types of Izal Antiseptic Barrier Cream are available—Oil Resistant for dry and oily work and Water Resistant for wet work. Besides being antiseptic, both these Izal Barrier Creams give better protection, are more durable, easier to control and more economical than other barrier substances.

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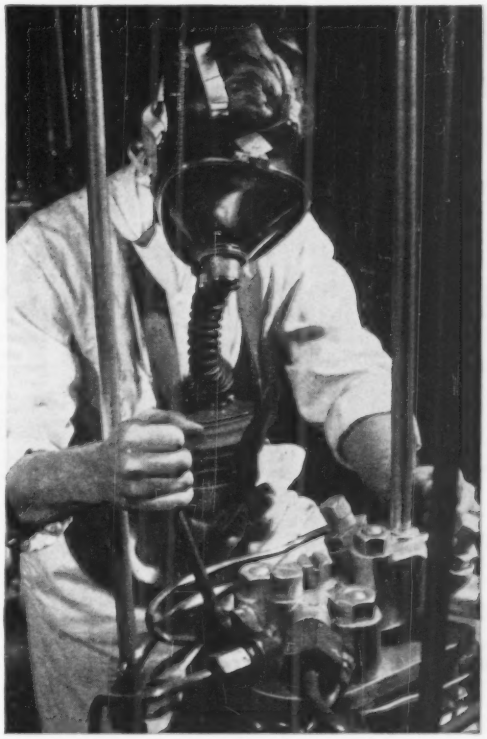
The 'Puretha' Mark IV Gas Respirator (Tested and Approved by the Ministry of Labour and National Service)



Safety in Comfort

A Gas Mask can be both cumbersome and uncomfortable—but not the 'Puretha' Mark IV. As a result of thorough research and experiment, Siebe, Gorman & Co. have produced a gas respirator which can be worn for long periods in complete comfort.

The 'Puretha' Mark IV Gas Respirator gives both wide vision and an absolutely gas-tight fit with the minimum of adjustment; the window is of clear vision plastic and is so shaped that vision remains undistorted at any angle of view, the inspired air is deflected over the inside of the window to keep it clear of condensed moisture. The canisters of chemical absorbent we supply are specially coloured according to the gases against which they are proof. The Canister in use is held in an adjustable neck-sling and can be carried on the chest, at the side or on the back—whichever is most convenient. As an alternative to the full facepiece, we can supply mouthpiece, noseclip and goggles. The facepiece and breathing tube are in white or black rubber, and can be supplied either in a light fibre case or in a strong waterproof haversack. *Write to us for full details.*

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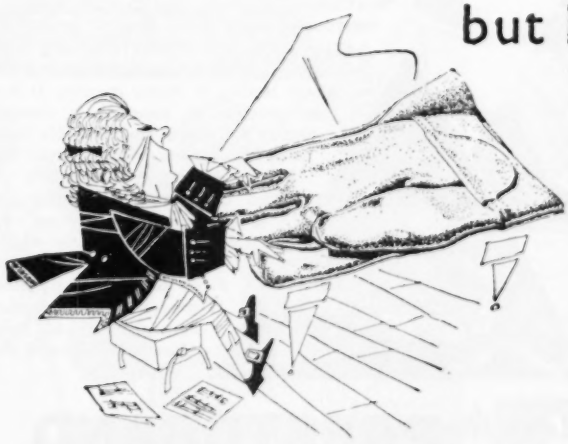

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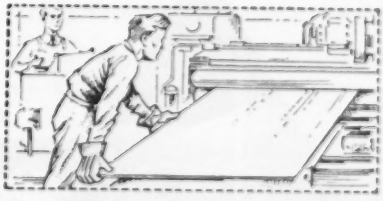

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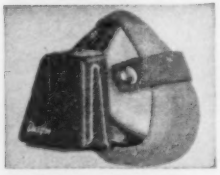

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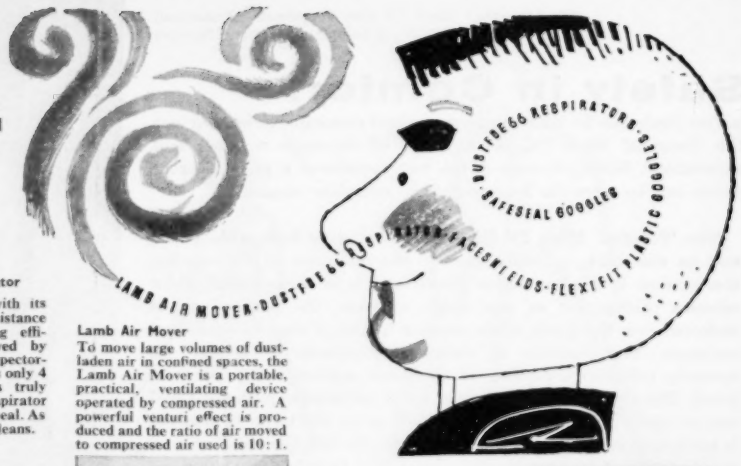

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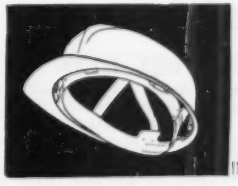

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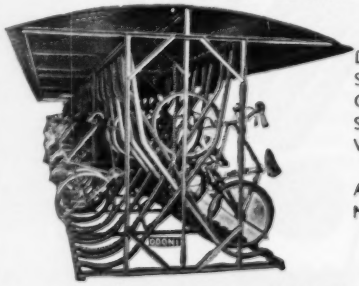

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The Mask which is readily acceptable by the worker, is of featherweight construction (less than ½ oz.), fits closely and comfortably without restricting natural breathing, and is approved and widely prescribed by doctors.

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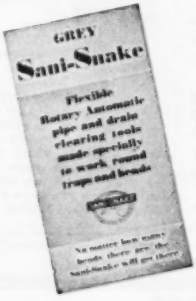

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